

# Ebbfleet Development Corporation

Board Meeting Part		One	
Date of meeting:	31 January 2024	Paper Number:	EDC 024/001
Title of paper	Chief Executive’s Part One Update		
Presented by	Ian Piper, EDC CEO		
Sub-committee	NOT APPLICABLE		
Purpose of Paper and Executive Summary			
To provide the Board with an update on a range of strategic matters, not covered in other papers.			
EDC Business Plan and KPIs			
The items covered contribute to the general running and strategic performance of the organisation.			
Recommendation			
FOR INFORMATION			
The Board is asked to NOTE the report.			
Annexes			
Annex A – Corporate Performance Report Q3 2023-24			
Annex B – Board Effectiveness Review Action Plan Update			
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.			
Equalities impact			
There are no equalities impacts from the specific contents of this paper.			
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.

## 2. Corporate Performance Q3 2023/24

- 2.1 Attached at Annex A is a report on our overall performance against the quantitative KPIs and corporate priorities set out in our annual Business Plan for 2023/24.
- 2.2 To the end of December, good progress has been made against both the business plan priorities and the KPIs. Highlights include:
- 326 homes are being reported as completed in Q3, bringing the annual total to 652 completions. We have therefore exceeded our annual target of 580 completions.
  - 175 of the 652 completions to date were affordable housing and 21 were diversified, meaning that we have exceeded our annual target for both of these KPIs.
  - The Electricity Full Business Case was approved by HMT in December 2023.
  - Work has continued on the Outline Planning Application for Ebbfleet Central and the design teams have been procured.
  - Progress is being made on the Grove Road, Blue Lake Restoration and Fastrack business cases.
  - The Resident Satisfaction Survey concluded in November 2023.
  - The Northfleet Embankment East planning application has been submitted.
- 2.3 Most notable is the significant increase in homes being completed since we last reported. We were aware, and had reported to Board, that we had been unable to get data from some housebuilders. Since the last reporting period we have had to undertake our own site inspections, followed up by more intensive interrogation of the developers' numbers. The results of this have revealed the significant numbers of previously unreported homes. Much of this is accounted for by the bringing forward of some apartment blocks at Cable Wharf by Keepmoat.

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2.4 This is surprising given that we are being told regularly by developers that the sale rate has slowed and that their build rates have slowed to match. However, we are seeing some instances of switching market sale homes to 'affordable housing' products, and we believe this to be the reason, in part, for the acceleration at Cable Wharf.

2.5 As a result of this experience, we have agreed that we will in future need to undertake more frequent site inspections.

## 3. Business Planning 2024/25

3.1 The executive have continued to develop the key actions that we intend are our focus for delivery in 2024/25 and these will be presented to the Board at its Strategy Day on 22 February. We have also been liaising with our sponsor team at DLUHC regarding handling and sign of the plan in due course.

3.2 The Board's Strategy Day on 22 February will comprise a tour of the area to view the latest progress, followed by a session that will cover the 2024/25 Business Plan and some preparatory work for the next Corporate Plan with a focus on our 'placemaking' activities.

## 4. Board Effectiveness Review Action Plan Update

4.1 Board will recall that following the Effectiveness Review process undertaken last year, we created an Action Plan to enable the Board to monitor and track progress against the recommendations. An updated Action Plan is attached at Annex B. Whilst some of the actions to deliver the agreed recommendations are still 'work in progress', the majority have been actioned and are now closed. We will continue to work on the outstanding ones.

## 5. Board Apprentice Programme

5.1 I would like to welcome our Board Apprentice for this year, Richard Garvey. Richard has already had the chance to visit the office and meet some of the staff team, and has received some initial induction, including a meeting with both me and Simon.

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## **6. Recruitment**

- 6.1 Following a number of largely successful recruitment processes towards the end of last year, I am pleased to say that we have been able to appoint candidates to most of the roles, some of whom have already started. Two further posts which we were unsuccessful in filling first time have been re-advertised and the process is ongoing.

### **2023/24 Corporate Performance Update – Quarter 3 Progress (end of December 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:

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

<b>Table 1: Corporate Priorities</b>		
<b>Commitment</b>	<b>Comments (Progress up to 31<sup>st</sup> December 2023)</b>	<b>RAG Status</b>
<b>By the end of March 2024, we will have:</b>		
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 to progress key matters. Work to procure the 6 design team roles has now concluded and the design process for the phase 1 infrastructure has now commenced. Work has also been initiated on the preparation of the outline business case for the phase 1 development platform.	
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.	We have now re-engaged and contracted with all the relevant consultants and design teams and initiated work on the capacity study for Ebbsfleet Central West. Further engagement has been undertaken with Natural England ahead of detailed collaboration scheduled during Q4.	

<b>Table 1: Corporate Priorities</b>		
<b>Commitment</b>	<b>Comments (Progress up to 31<sup>st</sup> December 2023)</b>	<b>RAG Status</b>
<b>By the end of March 2024, we will have:</b>		
Prepared the Full Business Case and progressed a planning application toward determination for the Northfleet Embankment East employment project.	The full planning application for the scheme at Northfleet Embankment East has now been submitted and since then work has focused on engaging with the LPA on the application. Following a third-party review of costs, work to market-test various work packages has been initiated to support cost assurance.	
Prepared and submitted a Strategic Outline Case for a new project at Grove Road (by end Q3).	A Strategic Outline Case for the Grove Road project was presented to the EDC Investment Panel in December 2023. This will now be taken to the EDC Board and then DLUHC in Q4.	
Prepared and submitted a Strategic Outline Case for a new project at Blue Lake.	The various agreed workstreams have continued throughout Q3 and are in the process of being finalised to enable the identification of a preferred way forward which represents value for money. The Strategic Outline Case will be finalised during Q4.	
Completed the detailed design work to a specification that will enable the outline business case for the waste water relocation project to be finalised.	Following Southern Water's notification in Q2 of a substantial increase in costs from their original outline illustrative estimation, the design for a New Facility (Option A) was halted and an Option B solution, which was based around upgrades to the existing facility, was investigated. This involves SW undertaking their own capacity upgrade and facility improvement works which will be funded from their existing PR24 allocation. Extra odour control can be constructed outside of their standard build, but the enhanced measures would require further design and clarification of the odour contours to put together a high level cost estimate.	
Completed the re-assessment of the business case for the Fastrack – Bean Tunnels project and finalised any subsequently required legal agreements.	The updated Full Business Case has been completed as far as possible as Kent County Council confirmed in Q3 that the £9.5m outstanding funding has been secured from DfT via BSIP2 programme. The existing legal / funding agreements will need to be reviewed in Q4 to reflect this change. KCC will re-submit for planning February 2024 and are currently reviewing their tunnel contractor procurement options.	

<b>Table 1: Corporate Priorities</b>		
<b>Commitment</b>	<b>Comments (Progress up to 31<sup>st</sup> December 2023)</b>	<b>RAG Status</b>
<b>By the end of March 2024, we will have:</b>		
Prepared a business case for additional investment in the electricity supply infrastructure serving Ebbsfleet.	The updated Electrical Infrastructure Full Business Case was approved by HMT in December 2023.	
Prepared and submitted the Strategic Outline Case for the Health and Wellbeing Hub and further progressed the project to determine an approach to delivery.	We have initiated the process to identify resource and re-mobilise the project, with work to update the SOC, ensuring alignment with the NHS SOC, programmed for Q4.	
With our partners, started on site delivering the Ebbsfleet Green Community Buildings.	The procurement process to appoint an operator for the Ebbsfleet Green Community Buildings completed at the beginning of Q3. The Full Business Case for the project was approved by EDC Board in Q3 and has now been submitted to DLUHC for approval. We are continuing to work with Redrow to conclude the legal agreements associated with 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 communications plan is also now in development and includes a pilot project to be delivered in Q4. Carbon literacy training and auditing have also been completed.</p> <p>Procurement of the Sustainable Design Guide and the Green Infrastructure tool has been undertaken in Q3, with delivery planned for Q4.</p> <p>Agreement has been reached with Natural England to develop and publish an Ebbsfleet Green Infrastructure Strategy to summarise ongoing work programme in this area, and opportunities for joint working going forwards.</p>	

<b>Table 1: Corporate Priorities</b>		
<b>Commitment</b>	<b>Comments (Progress up to 31<sup>st</sup> December 2023)</b>	<b>RAG Status</b>
<b>By the end of March 2024, we will have:</b>		
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, Q2 and Q3 and are continuing extensive engagement with developers and landowners across Ebbsfleet.</p> <p>The updated local validation list was published online in December following public consultation and approval by Planning Committee.</p> <p>We have commenced procurement for a landscape advisor ahead of contract with current supplier ending in March to ensure we retain high quality landscape input when assessing planning applications.</p> <p>In liaison with DBC and GBC we reviewed our approach to consulting them on planning applications to ensure relevant Council teams/officers are included.</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.	The final draft of the Planning Enforcement Plan has been completed ahead of being reported to Planning Committee for approval in Q4.	
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 5<sup>th</sup> September and included 12 new resident members. A new resident Chair was elected at the meeting on 21<sup>st</sup> November 2023. A series of resident drop-in sessions have also been launched.</p> <p>The Resident Satisfaction Survey concluded at the end of November 2023, meeting all of the targets in terms of reach and response. Findings from the Survey will be reported to Board in January 2024.</p>	



Table 1: Corporate Priorities		
Commitment	Comments (Progress up to 31 <sup>st</sup> December 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 75<sup>th</sup> anniversary.</p> <p>A series of 'welcome events' were held in Castle Hill during August and Cable Wharf in November.</p> <p>We supported the delivery of a series of Summer Fayres in partnership with local schools and have had a presence at the Summer and Christmas Fairs delivered by the Ebbsfleet Events Committee.</p> <p>Further events are being explored during the year including a Magical Winter Fair to be delivered in partnership with Cohesion Plus in January 2024.</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 Princes Trust, we have delivered employability training to 12 local residents including CSCS card tests, health &amp; 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>EDC have 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>	

<b>Table 1: Corporate Priorities</b>		
<b>Commitment</b>	<b>Comments (Progress up to 31<sup>st</sup> December 2023)</b>	<b>RAG Status</b>
<b>By the end of March 2024, we will have:</b>		
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.	<p>We have completed and published our first Social Value Report covering activity in 2022.</p> <p>The report highlights that over £20 million in social value and local economic growth was generated in Ebbsfleet to the benefit for residents in Dartford and Gravesham boroughs.</p>	
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 installed, 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 (EGCT).	Following a 'pre-board' discussion in July, the EDC Board supported the direction of travel for a sustainable funding solution for the EGCT. The Trust have been preparing a Business Plan for their future activities. This plan will include their future funding requirements. Options for how the funding can be achieved will then be considered.	
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 is continuing. The work focussed initially on the 'higher priority' recommendations, including improvements to Project Planning and Change Control procedures. A progress report was presented to ARAC in October 2023 with a further update to them due in March 2024.	

Table 1: Corporate Priorities		
Commitment	Comments (Progress up to 31 <sup>st</sup> December 2023)	RAG Status
By the end of March 2024, we will have:		
Continued to build our organisational effectiveness so we are equipped to deliver on our Corporate Plan priorities for 2025, including developing and implementing a new organisation development action plan (from Q1), recruiting to new priority roles throughout the year and embedding effective hybrid working - ensuring equipment and facilities are fit for purpose (by end Q2).	<p>The organisational development action plan was finalised in Q1 and achievements so far include:</p> <ul style="list-style-type: none"> <li>- Implementation of the new performance appraisal system in April</li> <li>- Internal launch of the EDC's work programme to 2025</li> <li>- Development of the 2023/24 health and wellbeing action plan</li> <li>- Preparation of the EDC 2023-25 Workforce Plan</li> <li>- Work on the EDC's first documented approach to learning &amp; development has progressed in Q3, and will be finalised early in Q4</li> </ul> <p>A significant period of recruitment has taken place. 19 campaigns have been managed since 1<sup>st</sup> April, the majority of which have been successful. This has included two Level 4 town planning apprentices in the Summer, and six new staff members who are joining in January 2024.</p> <p>The Observatory (EDC's office building) has had the building management system upgraded and the CCTV in the car park upgraded.</p> <p>Options for more desks in the office have now been agreed and will be implemented in Q4.</p>	

Table 2: Key Performance Indicators			
KPI	Category	2023/24 Measure and Target	Performance Summary at end of Q3
1	Housing Delivery	During the year, EDC will facilitate 580 new home completions.	<p>326 homes have been completed in Q3 of the year. This brings the yearly total to 652 new homes delivered since 1<sup>st</sup> April 2023. We have exceeded the target of 580 completions over the year due to an additional 68 units being brought forward and delivered within apartment blocks F &amp; G in Cable Wharf.</p> <p>The new homes completed so far this year were distributed across the following developments:</p> <ul style="list-style-type: none"> <li>• 113 – Ebbsfleet Green</li> <li>• 109 - Castle Hill South</li> <li>• 149 – Cable Wharf</li> <li>• 7 – Lawn Road Development</li> <li>• 81 – Ashmere</li> <li>• 50 – Alkerden</li> <li>• 4 – Alkerden South</li> <li>• 102 – Ebbsfleet Cross</li> <li>• 37 – Harbour Village</li> </ul>
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.	At the end of Q3, 21 diversified houses have been completed this year. 8 were delivered in Q1 and a further 13 (all wheelchair units) were delivered in Q3. This means that we have exceeded our annual target.

Table 2: Key Performance Indicators			
KPI	Category	2023/24 Measure and Target	Performance Summary at end of Q3
4	Affordable Homes	At least 150 affordable* homes will be delivered during the year.	81 affordable homes were completed in Q1. No affordable homes were completed in Q2. In Q3, 47 affordable homes were delivered in Cable Wharf and 47 were delivered in Ashmere, bringing the annual total to 175 affordable homes. This means that we have exceeded our annual target of 150 affordable homes.
5	Commercial & Community Floorspace	At least 500sqm of commercial floorspace will be delivered (calculated as GIA - Gross Internal Area).	<p>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.</p> <p>There is another community building in construction which may come forward before the end of Q4.</p>
6	Private Sector Investment	In excess of £140m of private sector investment* will be levered in during the year.	<p>There has been c. £179m of private sector investment levered in so far this year.</p> <p><i>*This is calculated as Gross Development Value (no. of homes delivered x average sales price) less developer margin of 20% + cost of any commercial floorspace delivered using BCIS cost data</i></p>
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. Additional footpaths are being delivered through the Green Corridors programme and will be added to the total at year end.

Table 2: Key Performance Indicators			
KPI	Category	2023/24 Measure and Target	Performance Summary at end of Q3
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 326 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 and soft landscaping work is being finalised.
10	Investment in Social and Community Infrastructure	No target set for 2023/24.	N/A
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>

Table 2: Key Performance Indicators			
KPI	Category	2023/24 Measure and Target	Performance Summary at end of Q3
			<p>The EDC's current forecast outturn for 23/24 is:</p> <ul style="list-style-type: none"> <li>Revenue (RDEL): c£7m (which utilises c. £1m of RDEL receipts)</li> <li>Capital (CDEL): c.£7.1m</li> </ul> <p>EDC has requested that c£15m of the original £23m CDEL allocation be reallocated to future years.</p> <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>
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"> <li>- Do you feel there is a sense of belonging in your neighbourhood?</li> </ul>	<p>The Resident Satisfaction Survey 2023 was completed in November. We had a good response rate from both Ebbsfleet residents and those from surrounding communities which will provide us with a valuable insight into peoples' views.</p> <p>There is a separate paper outlining the summary results of the survey being reported to the January 2024 Board meeting.</p>

Table 2: Key Performance Indicators			
KPI	Category	2023/24 Measure and Target	Performance Summary at end of Q3
		<ul style="list-style-type: none"><li>- Have you attended an event or activity in Ebbsfleet in the past 12 months?</li><li>- Do you volunteer?</li><li>- Do you feel your neighbourhood is a place where people of different backgrounds can get on well together?</li></ul>	



Recommendation		EDC Action and Timing
1	<p>a) It is recommended that the Board review their practice to enhance its work on community engagement.</p> <p>b) The Board needs to further reflect on the demands being made by communities regarding quicker delivery on infrastructure.</p>	<p><b>Closed</b></p> <p>a) The Board considered potential approaches and opportunities for engagement with the community and is resolved to take such opportunities as they arise. It considers that creating specific 'one-off' engagements between Board members and community is unlikely to succeed, but rather Board need to identify existing events as a means to engage.</p> <p>b) The Board is extremely aware of the need to ensure infrastructure is provided in line with the growing number of residents. It has made it clear to the Executive that projects that support the community requirements, whether this is new community buildings or the provision of the new Fastrack infrastructure are a priority.</p>
2	<p>Reduce the number of Board meetings to 6 a year. This should include a strategic awayday.</p>	<p><b>Closed</b></p> <p>From 2024 the Board is meeting six times per year and the dates of two strategic awaydays have also been set. Special Board meetings will be arranged if there is urgent business for the Board to consider outside of the six reporting meetings.</p>
3	<p>a) Consideration should be given to hold an externally facilitated away day.</p> <p>b) The Board should examine how well it is working and what it needs to do to continually improve.</p>	<p><b>Closed</b></p> <p>a) The Board has agreed that external facilitation will be considered for one of the forthcoming strategic awaydays.</p> <p>b) Board has committed to regular reviews of how well it is working and any opportunities to further improve effectiveness. To support this, the next Board effectiveness review (which the Corporation is required to run annually) is proposed to run in April 2024 – via an online survey.</p>

4	<p>a) The proposed Investment panel (IP) meetings should be held 6 times a year but in the event of urgency IP meetings can be slotted in quickly.</p> <p>b) The IP meeting should make recommendations to the Board, but care should be taken to ensure that the work of the IP is not duplicated by the Board. The Board should agree clear criteria for assessing projects by the IP to help avoid this.</p>	<p><b>Closed</b></p> <p>a) It has been agreed that the IP will generally aim to meet during the months when the main Board does not meet and when there is business that the IP needs to consider (see IP Terms of Reference).</p> <p>b) The IP Terms of Reference that cover the role of the IP have been developed to reflect this recommendation.</p>
5	<p>Review of the relevant governance documents to take place together with the document control system.</p>	<p><b>In Progress</b></p> <p>Initial work on a review of relevant governance documents (including – as suggested in the BER report - the EDC Framework Document, Board Terms of Reference/Standing Orders, Board Members' Code of Conduct and Committee Terms of Reference) has commenced, and this links to a wider piece of work DLUHC is running on reviews of all DLUHC ALBs, including governance. A document control process will be implemented as part of this work.</p>
6	<p>It is recommended that the Board of EDC agree the criteria used to determine what papers should go to Part 1 or Part 2.</p>	<p><b>Closed</b></p> <p>The final criteria was agreed by Board at the November 2023 meeting.</p>
7	<p>a) We recommend that the Board starts discussion with DLHUC to improve representation of women and BAME communities on EDC's Board. The Board should consider whether it can use the apprenticeship programme to assist BAME and gender representation.</p>	<p><b>Closed</b></p> <p>The Chair and CEO have commenced discussions with DLUHC on this matter and stressed the importance of DLUHC improving representation on the Board.</p>

	b) We further recommend that all Board papers must commentate on equality implications and where there are major policy issues, stakeholder consultations should be carried out.	<b>In Progress</b> Changes have been made to the standard Board paper template to ensure equality implications are considered for each Board paper. We have also commenced work to ensure all staff are fully aware of our obligations under the Public Sector Equality Duty – including workshops for staff and a briefing planned for Board members during February.
8	It is recommended that the Chair discusses with DLHUC a more streamlined process of recruitment and the ability to retain time served Board Members for an additional year to avoid bottlenecks.	<b>Complete</b> The Chair and CEO have commenced discussions with DLUHC on this matter.
9	a) It is our recommendation that ARAC should not be held on the same day as Board Meetings. First, the day can be too long for ARAC Members. Second it is good practice for the Chair to provide a brief written report of ARAC issues to the Board. This becomes impossible if both Board and ARAC are held on the same day. There is no reason why ARAC cannot be held remotely.  b) Minutes can be submitted to the following Board for consideration.	<b>Closed</b> a) The ARAC has considered this recommendation and has agreed that at present ARAC meetings will continue on the same day as Board meetings, although this will be reviewed again later in 2024. ARAC meetings will continue to run in a hybrid way, with a mix of participants in the room and virtually.  b) ARAC Minutes are already submitted to Board meetings and this practice will continue.
10	We recommend that the risk map is reviewed in detail once a year at an awayday. The Board should look at its risk appetite annually and look at whether it is achieving the balance between commerciality and social value. This would support the Board in its decision making.	<b>In Progress</b> It has been agreed that Board will review risk appetite at least once a year at one of the two annual strategic awaydays. The Board Forward Look also makes provision for the Board to regularly review the EDC Corporate Risk Register and Social Value.

Annex B – BER Action plan Progress Update - EDC-024/001

11	It is recommended that at the appraisals, the Chair discusses training requirements which can then be picked up by HR Manager.	<b>In Progress</b> Discussions of training requirements will form part of the Chair's annual appraisals of Board members that take place in March / April each year.
12	It is also recommended that the Chair should exert pressure on DLHUC to attend more Board Meetings.	<b>Closed</b> The Chair has discussed this matter with DLUHC and will continue to do so.

# Ebbsfleet Development Corporation

<b>Board Meeting Part</b>	<b>One</b>
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<b>Date of meeting:</b>	<b>31 January 2024</b>	<b>Paper Number:</b>	<b>EDC 024/002</b>
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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

## **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.

# Ebbsfleet Development Corporation

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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.

# Ebbsfleet Development Corporation

Board Meeting Part		One	
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## 1. Introduction

- 1.1. This Board paper covers the operational periods of November, December and early January. The period in which press, and social media performance is measured are outlined in the respective papers.
- 1.2. Updated Website Content Accessibility Guidelines (WCAG) were released to the public in October 2023. There are 9 new success criteria that expand on previous versions of WCAG 2.1(AA) – which the Ebbsfleet Garden City website adheres to. These updates relate primarily to focus appearance and obstruction and webpage format predictability. The new criteria is now the new standard that is expected for public sector websites and mobile apps (where relevant).
- 1.3. Therefore, in order to ensure ongoing compliance, we are in the process of reviewing our Accessibility Statement, and working with external technical experts to ensure that we comply on the additional success criteria, who will review, audit and advise on the layout and content, as well as public documents, available on the website. This work is proposed to take place before the end of the financial year and our Accessibility Statement updated accordingly.
- 1.4. At time of writing, we have continued to make positive progress with the scope of works for Ebbsfleet Central branding and visioning, with ambitions to begin procurement early February 2024. Extensive reviews and soft market explorations have been conducted to ensure the scope of work aligns with our ambitions and industry recommendations.
- 1.5. Ahead of the new financial year, we are currently drafting the next annual marketing and communications strategy for 2024/25, with a renewed focus on utilising digital media to support engagement with communities and stakeholders.
- 1.6. Extensive paid advertising has been undertaken to support the recruitment process across Directorates, and continues to do so at the start of 2024. Two roles are currently live and advertised across social media, with a focus on attracting talent via LinkedIn, a valuable platform for filling a variety of specialist roles. The Board are invited and encouraged to support these posts via sharing with their own networks and providing further awareness of these opportunities.
- 1.7. As per discussions with the Board in 2023, the new app Threads is now being used by the team to explore growth opportunities across digital platforms. Engagement will be monitored to steer long term viability of its use.

# Ebbsfleet Development Corporation

Board Meeting Part		One	
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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 website continues to receive interest in the Ebbsfleet newsletter via the digital footer signup. The current conversion rate is 61.6% which is much stronger than industry standard. This conversion rate means that 61.6% of people who click the 'Sign up to our newsletter' subscription button enter all the required information to subscribe themselves to receive news.
- 2.3 At time of writing, there are 226 subscribers to receive Ebbsfleet digital newsletters.
- 2.4 Further exploration of the website performance can be found in **Annex A**.

## 3. Press Report

- 3.1. The press report covers the months of November and December 2023.
- 3.2. A variety of news articles were covered during this time, however due to the time of year it is common for press exposure to decline as we near Christmas and the New Year celebrations.
- 3.3. Coverage overview, alongside performance metric and sentiment, is further covered in **Annex B**.

## 4. Social Media Report

- 4.1. There was consistent performance across Facebook over the festive period and within resident community groups online.
- 4.2. We experienced an expected decline over performance and interaction across industry focused platforms (LinkedIn and X) due to the festive period and lack of paid advertisements.
- 4.3. The 360 day like for like comparison across Facebook and Instagram has provided insightful steer as to the content strategy for 2024/25, in which we will be focusing on continuing to deliver relevant content, optimise paid advertising, and ensuring



# Ebbfleet Development Corporation

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we explore and respond to emerging platforms where appropriate and relevant for the Corporation.

4.4. Performance of the platforms has been further explored in **Annex C**.

## 5. Recommendations

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

# Ebbfleet Development Corporation

## Board Meeting Part One

### EDC 024-002 Annex A: Website Report

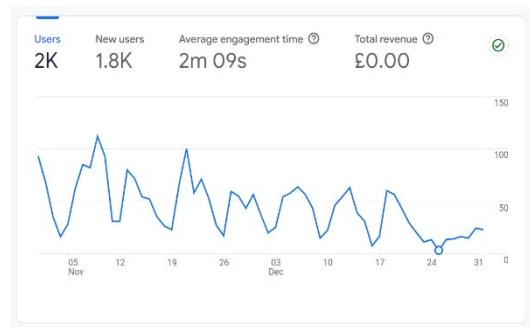
#### 1. Overview

1.1. The website performance report covers the period of November – December 2023.

1.2. The performance of the website remains largely positive, with continued enhancements made to improve user experience.

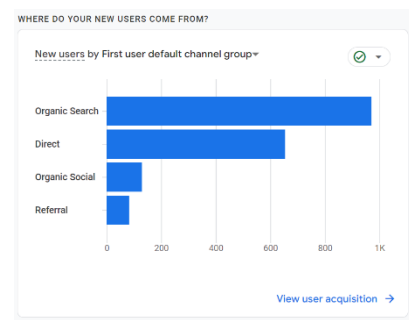
1.3. Visitors to the site have largely increased in comparison to the old website (c. 1k visitors per month), however a significant decrease in activity over December, with minimal users on the website over the Christmas and New Year period.

1.4. The average engagement time is largely the same as last month, with 2m 09s engagement time. Whilst there are many variables to how long a user spends on the page, consistent engagement time suggests users are finding the content they need and/or staying engaged with each page for longer.



1.5. Of 2k users covering the above period

- 972 were organic search,
- 655 were direct,
- 129 were organic social, and
- 82 were referrals.



1.6. When reviewing the performance of pages, the Homepage has **1.8k** views, with 'Planning & Design' receiving **1.2k** views. 'Work for Us' has received **636** views, with 'The Vision' receiving **490** views.

1.7. Web/desktop access to the site remains the highest performing tech, with **1.2k** (59%) visits via desktop, **785** (39.6%) visits via mobile, and **23** (1.2%) over tablet.

# Ebbsfleet Development Corporation

## Board Meeting Part One

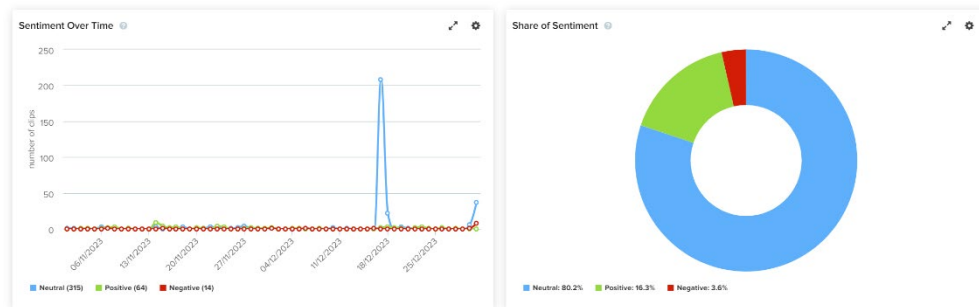
### EDC 024-002 Annex B: Press Report

#### 1. Coverage

- 1.1. The press report covers November – December 2023.
- 1.2. The metrics below show the performance, sentiment and trends of coverage.
- 1.3. The following press was circulated where Ebbsfleet Development Corporation, or Ebbsfleet Garden City, was featured or mentioned:
- 1.4. UK Construction Online: [Corporation backs Alkerden Heights development](#)
- 1.5. Kent Online: [Bellway plans for Bevan Park at Harbour Village, at former Northfleet cement works, approved](#)
- 1.6. Insider Media: [Corporation backs Alkerden Heights development](#)
- 1.7. InterGame: [Another storm over proposed London Theme Park](#)
- 1.8. Building Garden Communities Newsletter: *162 new homes approved for Ebbsfleet Garden City*

#### 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 Ebbsfleet (radio included). (Graph 1 & 2)



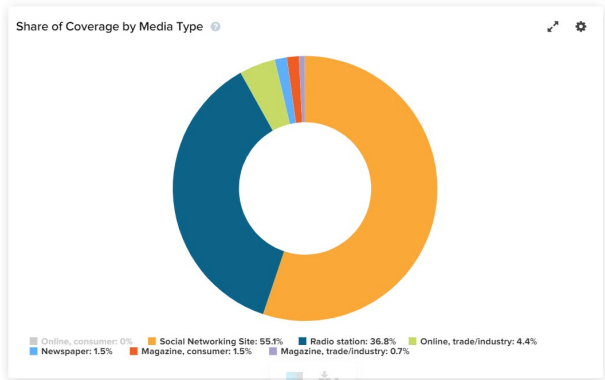
Graphs 1&2

- 2.2. Share of Coverage by Media type shows the share of media distribution across broadcast, print and digital. Social media and online consumer outlets mention Ebbsfleet (and variations of) the most. (Graph 3)

# Ebbsfleet Development Corporation

<b>Board Meeting Part One</b>
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<b>EDC 024-002 Annex B: Press Report</b>
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On this occasion, online consumer performance has been turned off due to results of an unrelated topic to 'Ebbsfleet' skewing performance.

You can therefore see that social networking sites generate the largest % of conversation and a source for news.

2.3. Top outlets for this period of coverage include Twitter, Insider Media, KentOnline and BBC Radio Kent.

# Ebbsfleet Development Corporation

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EDC 024-002	Annex C: Social Media Report
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## 1. Facebook

- 1.1. There was a significant increase in social media performance over November and December.
- 1.2. Notably, there was a **150.2%** increase in Facebook reach in comparison to the last Board report. This includes posts, stories and ads, as well as reach from other sources, such as tags, check-ins and page visits.
- 1.3. Key metrics for this period include:
  - 1.3.1. **23.8k** reach
  - 1.3.2. **185** content interactions
  - 1.3.3. **207** link clicks
- 1.4. Similarly, Facebook visits to the Ebbsfleet Garden City page increased by **23.6%** to **1,152** over the reporting period.
- 1.5. The majority of visitors to the Ebbsfleet Garden City Facebook page are from Gravesend (**22.1%**), Swanscombe (**20.6%**), London (**9.3%**) and Dartford (**7.1%**). This is largely reflective of the visitors to Instagram.
- 1.6. The top performing content throughout November and December was the Ebbsfleet Sustainability Survey which had over **8.2k** reach, closely followed by the promotion of the Ebbsfleet Welcome event (1.9k reach) and promotion of the digital version of Ebbsfleet Living (1k reach).
- 1.7. These metrics show the value in carefully selecting the appropriate content to utilise paid advertising (boosting) to encourage participation, raise awareness, and support key initiatives taking place across Ebbsfleet.

## 2. Instagram

- 2.1 Instagram reach was lower this period compared to performance spike in July/August 2023, with several suggested factors. Whilst a mix of mediums (images and videos) were provided, a lack of place-based activities (and therefore organic content) was available, which resulted in content being designed and created.

# Ebbfleet Development Corporation

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EDC 024-002	Annex C: Social Media Report
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2.2 It is forecast that Instagram will continue to perform in line with placemaking activities, as content from events and community engagement opportunities frequently perform the best.

2.3 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 younger audiences, and are utilising reels and video content more frequently to attract visitors to our profile.

2.4 Instagram continues to gain followers – however only **24** new followers were gained this period in comparison to 43 new followers over the previous period.

### 3. LinkedIn

3.1. Similarly to wider platforms and overall reporting for the period, LinkedIn had a reduced number of recruitment and event posts due to proximity to festive period.

3.2. Highlights for LinkedIn do however include **809** page views, an increase of **33.7%**.

3.3. **11,447** organic impressions were monitored over the reporting period. This is calculated by the number of times a post, video, update, or article appears on someone's LinkedIn feed.

3.4. **390** clicks were monitored over the same period, **195** reactions and an engagement rate for the reporting period at **4%**.

### 4. X

4.1. Unfortunately, at time of writing, X analytics is down for system improvements. However the metric available for the platform 28-day summary (measured at time of writing) is **1,434** post impressions (+7.1%) and **1,790** followers.

# **Ebbsfleet Development Corporation**

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<b>Date of meeting:</b>	<b>31 January 2024</b>	<b>Paper Number:</b>	<b>EDC 024/003</b>
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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

## **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 planning reports.

## **Stakeholder impact**

Stakeholder engagement takes place through the planning consultation process.

## **Sponsor impact**

None

# Ebbsfleet Development Corporation

Board Meeting Part		One	
Date of meeting:	31 January 2024	Paper Number:	EDC 024/003

## 1. Development Sites Update

1.1 Outlined below are the key areas of work currently being undertaken on the development sites across Ebbsfleet.

### Ebbsfleet Central

- Ongoing discussions are taking place with KCC re. s106 heads of terms for the outline planning application including education, highways and community services. The LPA and applicant had a productive meeting with KCC to discuss floorspace requirements for their services to be incorporated into the development. The applicant is having ongoing discussions with the Environment Agency re. flood modelling and post-development mitigation.
- Pre-application discussions are taking place regarding a proposed EV charging station on land at the A2 Ebbsfleet Junction.

### Eastern Quarry

- Alkerden Parcel 5b: Residential development for 162 homes by Westerhill Homes was approved by committee in December 2023.
- Alkerden Hub: Pre-application discussions taking place for a community facility including lifelong learning centre and health space provision to be delivered by Henley Investments. A Design Review Forum was held in December with an informal presentation to Planning Committee scheduled this month.
- Alkerden Parcel 3: Pre-application engagement is taking place with Bellway on a revised residential scheme of 55 homes (extant reserved matters approval is no longer viable). An initial meeting took place in December 2023 with a Design Review Forum this month.

### Ebbsfleet Green

- A non-material amendment application for the Community Hub building was approved following the removal of a Sport England objection.
- The Community Use Strategy has been approved for the allotments/community garden.

### Northfleet Riverside

- Cable Wharf Primary School: Amended plans have been received and are out to consultation. A committee presentation is planned for this month.
- Northfleet Embankment East Employment: The applicant is reviewing consultation responses ahead of submitting revised/additional information.

### Croxton and Garry

- A Public Right of Way diversion order is currently being advertised, to allow a minor diversion of the existing footpath (DS3).
- An application has been submitted to extend duration of the temporary contractors car park on Tiltman Avenue.



# Ebbfleet Development Corporation

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## 2. Housing and Delivery

- 2.1 The Ebbfleet Delivery Dashboard is attached in **Annex A**.
- 2.2 This month we are reporting 285 completions and 245 starts from the last board paper in November. This brings the annual totals so far to 430 starts and 652 completions. We are currently forecasting a small number of further completions at Cable Wharf before the end of the March.
- 2.3 These numbers represent a big jump in the delivery across the year and is due to work done over the last month to fill the gaps in reporting from the developers that we have referred to previously. As well as the effects of the under-reporting, it is also evident that some blocks have been brought forward, possibly as a result of switching of some market units to 'affordable' homes. We are continuing to see examples of developments providing affordable housing in excess of their s106 requirements. For example at Cable Wharf, Town and Country and Places for People are taking some homes previously identified for market housing to be offered as affordable rent and shared ownership. We are also seeing stock units across some of the development sites which hasn't been seen for some years.

## 3. Planning Committee Update

- 3.1 In December the Planning Committee approved a reserved matters application for 162 homes at Alkerden by Westerhill Homes. The Committee debate included affordable housing mix and the design of parking courts. The scheme was well received and unanimously approved. The Committee also approved the new version of the EDC Validation Checklist and noted the Activity Report for Q2 and the delegated items list.
- 3.2 In January the Planning Committee have both an informal session with developers and a main meeting. The first informal presentation will be from KCC on their plans for the new school at Cable Wharf. Public consultation has already taken place on this development which will relocate the existing Rosherville School to the Cable Wharf site and provide for more pupil places arising from the new developments in the Northfleet. The second presentation will be from Henley Investments on their proposals for the Alkerden Hub (referred to above in section 1).
- 3.3 At the main meeting the Committee will consider the draft Planning Enforcement Plan which outlines our approach to planning enforcement in the area including the categorisation and prioritisation of cases. The Committee will also consider a paper looking at challenges around maintaining design quality during construction and potential solutions for these challenges.
- 3.4 The current live applications which we anticipate will be reported to Planning Committee in due course include:

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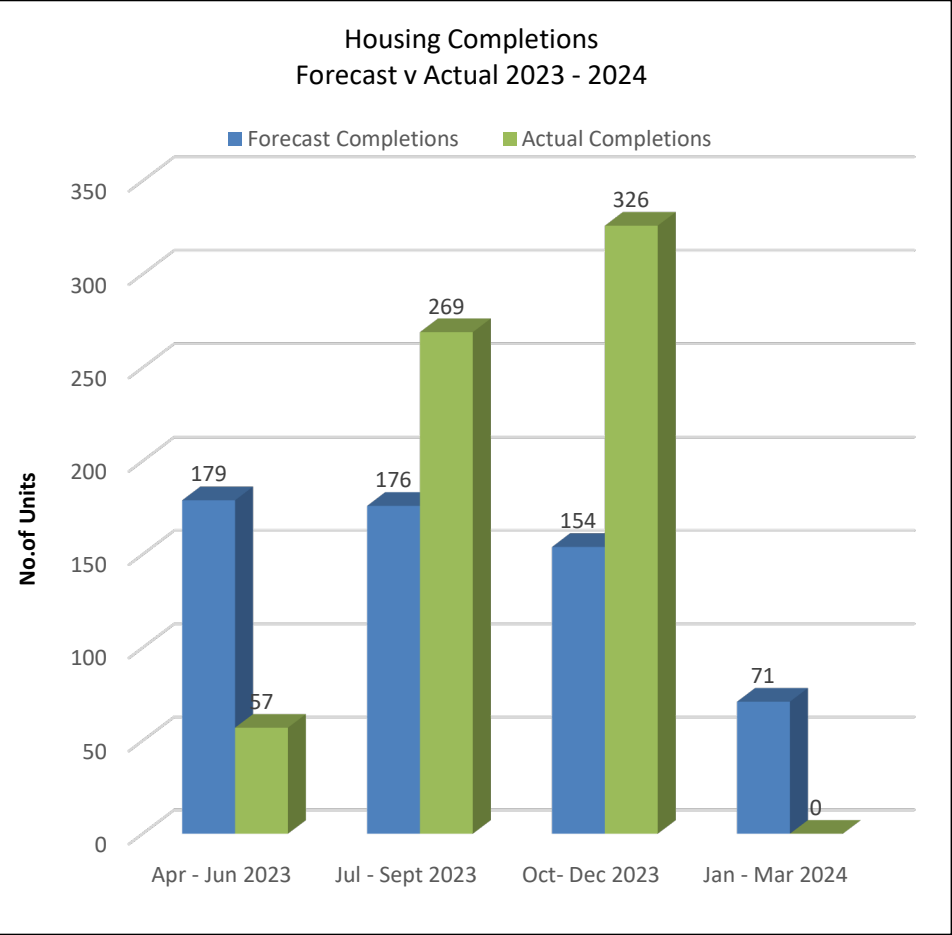
- Northfleet Embankment East Employment
- Harbour Village Phase 3A
- Harbour Village Phase 3B
- Cable Wharf Primary School
- Ebbfleet Central East
- Rectory Cottage
- Northfleet Embankment West Employment (2 Applications)

3.5 The appointment of the new independent member and the nominee from Kent County Council are with the Secretary of State.

## 4. Other Matters

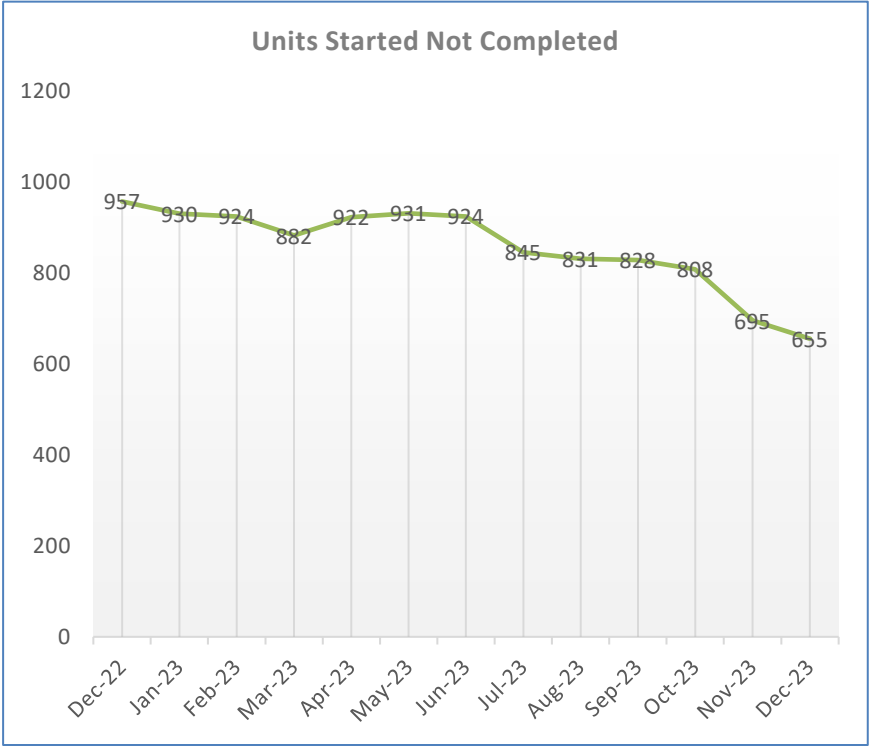
- 4.1 We have been consulted by Kent County Council on their Pre-Submission draft (regulation 19) of their Kent Minerals and Waste Local Plan 2024-39. The document sets out a strategy for the sustainable management of Kent's waste and supply of minerals. The Plan would form part of the Development Plan for the EDC area and be used when determining applications for minerals and waste development. The consultation runs until 29<sup>th</sup> February 2024 and the County Council is seeking views on soundness and legal compliance.
- 4.2 We are still awaiting a response from the Planning Inspectorate (PINS) in relation to the costs claim for the London Resort DCO.
- 4.3 We have appointed Gblode Design Studio to produce a planning guidance and assessment tool dealing with sustainability within development proposals. This work follows the completion of the EDC Sustainable Performance Framework last Autumn and is intended to provide a clear and consistent approach for considering sustainability matters. We will be arranging a workshop session for the Planning Committee to feed into the work along with engagement and consultation with developers and the public.

ANNEX A  
EBBSFLEET DELIVERY  
DASHBOARD – 31 JANUARY 2024



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	93	25%	71%
Springhead Park	288	288	27%	100%
Ebbsfleet Cross (Craylands Lane)	30	30	30%	100%
Ebbsfleet Cross (Croxtan)	70	53	33%	76%
Cable Wharf	224	193	32%	86%
Totals	1738	1236		

Ebbsfleet Housing Numbers
Detailed Planning Consent
5,765
Housing Completions
4,168
Affordable Homes
1155
EDC 2023/24 Business Plan Target
Completions – 580



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	

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	430	652

Completed Homes Per Site	
Location	No. of Homes
Ebbsfleet Green (Weldon)	857
Castle Hill	1528
Springhead Park	799
Craylands Lane	100
Croxtan	122
Cable Wharf	411
Ashmere Village	211
Alkerden Village	92
Alkerden South (Stonehaven)	4
Northfleet (Lawn Road)	7
Harbour Village (Northfleet West)	37

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

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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 December 2023 to January 2024 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.

## **Stakeholder impact**

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

# Ebbsfleet Development Corporation

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## **Sponsor impact**

This report highlights how the EDC supports DLUHC 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 December 2023 to January 2024 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 21<sup>st</sup> November 2023 at Eastgate, Springhead Park. During the meeting, the Group elected a new Chair, Mark Cawthorne, who is a resident in the garden city. We would like to thank Councillor Jeremy Kite who has Chaired the group since its inception in February 2020. The Community Board has grown from strength to strength and now includes eighteen resident members. The next meeting of the Community Board is due to take place on Tuesday 20<sup>th</sup> February at Blue Bean in Castle Hill.
- 2.2 We continue to work with the Ebbsfleet Garden City Trust (EGCT) 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 Autumn, the panel met on 27<sup>th</sup> November and approved eight grants. Approved grants supported a range of activities including a series of repair cafés in Northfleet (this is a separate project to the Cycle Repair projects funded by Cycling UK detailed in 6.3. However, we will be delivering one of the cycling repair sessions at the Northfleet Repair Café. Also funding was approved for a programme of walking events across the area. The next meeting of the EGCT Community Fund Awards Panel will take place on 25<sup>th</sup> January.

# Ebbfleet Development Corporation

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- 2.3 We have hosted a series of learning and sharing events with emerging Garden Communities and Development Corporations including a visit from staff and members from Tendring Garden Town and East Midlands Development Company. Kevin McGeough was also asked to present to the All-Party Parliamentary Group on New Towns, sharing lessons from our Healthy New Towns Programme specifically.
- 2.4 We have continued to develop our Community Connectedness project with groups of residents and local stakeholders using our Innovate UK grant. During January 2024 we held a special Community Board workshop, to help the Community Board to identify their vision, objective, and priorities for the project. We have also convened a series of workshops with our younger residents through the This Must Be the Place Programme. Output from the first stage of the project will be reported to the Community Board at their next meeting on 20<sup>th</sup> February.





# Ebbfleet Development Corporation

## Board Meeting Part One

Date of meeting:	31 January 2024	Paper Number:	EDC 024/004
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### 3. Activities delivered in Ebbfleet directly by the community and local stakeholders during autumn.

3.1. The Christmas season kicked off in Ebbfleet on the weekend of 2<sup>nd</sup> and 3<sup>rd</sup> December, where despite the challenging weather conditions, the Events Committee organized their 4<sup>th</sup> annual Christmas Fair in Castle Hill. The event attracted over 2000 residents and visitors over the period. Stall holders comprised of local entrepreneur and crafts enthusiasts showcasing their products. We hosted a stall providing crafts and hot chocolate in return for a donation to the Darent Valley Hospital Charity, and our staff provided information to inform residents about community events and activities across the area. Ebbfleet Baptist Church had a stall where they gave away over 150 knitted Christmas crowns. 27 knitted angels were also hidden around Castle Hill ready for residents to find and take home. The event was part funded through the Ebbfleet Garden City Trust Community Fund.



# Ebbsfleet Development Corporation

## Board Meeting Part One

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- 3.2. The highlight of the Christmas Fair weekend, and indeed the annual calendar, was the Dartford Council's Father Christmas visit. Santa arrived on his vintage fire engine, complete with familiar helpers. A huge queue of residents persevered in the rain for 2 hours to meet Santa, who distributed gifts to 400 local children.





# Ebbsfleet Development Corporation

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- 3.3. On 10<sup>th</sup> December, the annual Ebbsfleet Pop-Up Community Carols took to the road, holding events in 4 local neighbourhoods (Swanscombe, Ashmere, Ebbsfleet Green and Castle Hill), attracting over 300 residents. The video carol service included contributions from Cherry Orchard and Ebbsfleet Green primary schools. A carol sung by 30 children from Ebbsfleet Baptist Church was recorded in Platinum Jubilee Park by the lake, including their version of the [Nativity Story](#). The carol singing was led by the new Ebbsfleet Community Choir. The Blue Bean supported mulled wine and mince pies, and the event was part-funded by the Ebbsfleet Garden City Trust Community Fund.



# Ebbsfleet Development Corporation

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- 3.4. The Ebbsfleet Baptist Church reports that attendances continue to grow significantly, with attendance at their Christingle and Christmas Carol events exceeding 100 for the first time. The congregation created a thank you / Christmas card for Henley Camland and RMG which is a positive sign of a good relationship between the residents and the site managers and facilitators who provide a free space for the church to meet.



- 3.5. New Year also got off to a great start with a series of 'Crafts in the coffee shop,' days to help parents engage with their children and neighbours after the Christmas holiday. The events were led by the Ebbsfleet Baptist Church and held in the Blue Bean Café. One of the craft events focused on decorating stones and mirrors, with another event used to create Happy New Year cards and decorations.





# Ebbfleet Development Corporation

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#### 4. Community activity delivered in partnership with EDC for the benefit of local communities.

- 4.1. We supported Gravesham BC at a Sport and Physical Activity Stakeholders Network event on 5<sup>th</sup> December. EDC's contribution focused on our experience of hosting the BetterPoints Application. The event gathered over 60 local health and wellbeing providers that deliver services across the Gravesham borough. Following the event there have been a number of positive partnerships which have emerged including with Cyclopark, Meopham Leisure Centre, Meopham Tennis Club, and Northfleet School for Girls as locations where residents can build points and the Blue Bean as a local company where points can be spent, and prizes offered. The event will support us move towards reaching our goal of increasing engagement to 3000 participants by March 2025. A number of new partnerships were made with Sport and Physical activity providers which will be important as we look to refocus on EDC's Sport and Physical Activity Strategy's Action Plan moving forward.
- 4.2. Following the update on EDC's partnership with This Must Be the Place which we shared in the November update, we are delighted to announce that our young person's placemaking programme, delivered in partnership with Cement Fields has gone on to be award-winning. Against incredible national competition, the programme won two accolades from the national Thornton Education Trust Inspire Future Generation Awards, winning the categories of Best Community Engagement initiative and Best Further/Higher Education programme. Although the This Must Be the Place programme formally ends in March 2024, we are working with Cement Fields on opportunities to continue the programme.



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- 4.3. We continue to support the Darent Valley Hospital charity who hosted their first carol service since covid, during December. The event included performances from Fleetdown Signing Choir, and the Zigzag community choir. We were invited to attend as we have been supporting them by raising money at our community events over the past year and raised over £600.



- 4.4. Our Future, Our Past, Whisper It to Me,' the series of six films produced by artist Charlotte Ginsborg and co-commissioned by EDC and Cement Fields which responds to residents' emotions and memories stimulated through the development of the new garden city in Ebbsfleet continues to be shared with local residents, receiving very positive feedback. Following the Community screening which we reported in November the films have gone on to be shown in a range of locations across the area. They will continue to be presented until the end of January at both Ebbsfleet International Station and Gravesend Library. Charlotte is currently working to enter the films into a range of national and international film festivals. In addition, stills and poetry from the films are being turned into a book which Cement Fields will be publishing for distribution.



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

5.1 We have hosted our first Welcome Event in Cable Wharf where over 40 residents attended. We were able to talk to residents about the progress of the garden city and answer questions on the progress of the new Rosherville School, EDC's development at Northfleet Embankment East and the FastTrack bus service. The event included volunteers acting as Ebbsfleet Hosts, who shared what life is like in other neighbourhoods in the garden city, and what events and activities in and around Ebbsfleet exist that the new residents may want to get involved in.



5.2 We are continuing our series of Drop-in events around the garden city area with our latest one being held at Harbour Village on 10<sup>th</sup> January.

5.4 The inaugural meeting of a Young Enterprise Network was hosted at The Observatory in early December. Created by 17-year-old George of GD Teen Recruitment, the event brought approximately 8 other like-minded young people together where they heard from 3 speakers who advised on how to set up a business.

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5.5 We continue to deliver our Education Outreach programme, supporting local schools across Dartford and Gravesham with their career's fairs, with a specific focus on potential careers within the built environment. We have hosted a stall at Ebbsfleet Academy's Careers Fair on 11<sup>th</sup> January, and separately help focus workshops on potential apprenticeships to sixth formers. EDC stall also provided a full day of skills workshops for students of Thamesview School.



5.6 We continue to work with the Construction Youth Trust to deliver their Built Environment Careers Programme in our local schools and will produce report in January, outlining what we have achieved so far.

5.7 Following EDC Board approval of our Social Value Impact Report in November, we have published the report which is now available for distribution and on EDC's website outlining how we raised £20,366,256 of social value in the local area. The full report is available here on the website: [Social Value - Ebbsfleet Garden City](#) and a printed copy will be distributed at the Board meeting.

5.8 Our Aim A Little Higher programme continues to assist the 5 apprentices on Ebbsfleet's Apprenticeship Scheme with mentors and support. The third cohort of apprentices is being recruited for a Jan/Feb 24 induction programme and mentors will be appointed thereafter.



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## Forward Look

6.1 On 20<sup>th</sup> January Cohesion+ will be delivering a Magical Winter Festival. Moving both the date (to avoid a clash with an event in Gravesham) and the location (to make it more accessible and to ensure better access to power) the event will be at Platinum Jubilee Park in Castle Hill. As well as both static and dynamic light displays there will be circus, dance, and music performances. Several local catering traders will be offering hot food and drinks and the EDC team will be present to speak to residents and answer any questions. The event is joint funded by EDC and Arts Council England and has grown to be one of the highlights of the Ebbsfleet calendar.



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6.2 The Culture Forum continues to meet monthly to plan creative community events. Supported by EDC on an interim basis whilst we await the outcome of an Arts Council funding application, the group is actively recruiting for new members who will be able to accept free training and skills development in event production. The training offers local people the opportunity to work collaboratively to co-produce a real community event which is planned to take place on Saturday 23<sup>rd</sup> March at Castle Hill Community Centre. The event will be African music themed – chosen by existing members and to reflect the Afro Caribbean community in Ebbsfleet. It will be presented as part of the ongoing Creative Exchange community-led programme.



6.3 EDC with funding from Cycling UK, we will be delivering 5 Bike repair workshops across Ebbsfleet and the surrounding areas. People will have the opportunity to bring their bikes along for repairs and learn about how to maintain their bikes. We will also be asking participants about how they use their bikes and what would encourage them to cycle more. We will also be inviting officers from GBC, DBC and KCC to talk about the cycle infrastructure across the area.

6.4 We are working with the Blue Bean Café to plan for the potential of an Ebbsfleet Park Run in Spring 2024.

6.5 A new 'couch to 5km' running group will meet from mid-January, led by Ebbsfleet Baptist Church.



# Ebbfleet Development Corporation

Board Meeting Part		One	
Date of meeting:	31 January 2024	Paper Number:	EDC 024/005
Title of paper	Resident Satisfaction Survey		
Presented by	Mary Rouse, Community Development Manager and Kevin McGeough, Head of Strategy and Placemaking		
Sub-committee	Not Applicable		
Purpose of Paper and Executive Summary			
To update the Board on the results of the Residents' Satisfaction Survey, carried out September – November 2023.			
EDC Business Plan and KPIs			
The Resident Satisfaction Survey included 4 questions that together to form an average target % response rate that forms KPI 12 – 'Community Participation'.			
The survey provides insights into resident perspectives on several other KPI areas such as 'quality of homes and neighbourhoods', 'parks and open spaces', 'public transport connections', 'dedicated footpaths and cycleways' and 'investment in social and community infrastructure'. Output from the survey will inform future business and corporate planning for EDC.			
Recommendation			
FOR INFORMATION			
Board is asked to <b>NOTE</b> this report.			
Annexes			
Annex A – EDC Resident Satisfaction 2023 – Digital Summary Book			
Delegation			
Not applicable.			
Financial impact			
The survey was funded from existing EDC budgets.			
Legal impact			
Not applicable.			

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## **Equalities impact**

The extensive reach of the survey to both new and established communities, and the variety of engagement tools used throughout the process were designed to maximise its accessibility. We offered a range of ways to complete the survey, including online, face to face and in hard copy. A contact telephone number and email were also provided for residents who experienced any issues completing the survey. We set target quota for response rates at neighbourhood level and across existing and new dwellings to ensure that all areas were represented proportionately.

## **Stakeholder impact**

Over 2000 residents took part in the survey, balanced equally between new and established areas. A summary of the findings will be sent to those that requested it. A digital summary will be made available on our website and directly to stakeholders.

## **Sponsor impact**

The output of this workstream feeds directly into a KPI 12, which will be reported to DLUHC. This report demonstrates to DLUHC the communities' perspective on the work the EDC is doing to meet our Corporate Objectives and KPIs.

Maintaining a statistically relevant evidence base of how local people feel about their neighbourhoods and the impact of the Ebbsfleet development is consistent with the ambitions of the Levelling up and Regeneration Act; specifically, the objective to support a 'sense of belonging. local pride and belonging' and the 'pride in place mission', which encourages opportunities for residents to be actively involved in shaping their future neighbourhoods.

## **1. Introduction**

1.1. This paper sets out the findings of the EDC Resident Satisfaction Survey (RSS) carried out across Ebbsfleet and surrounding areas in Autumn 2023.

1.2. This paper sets out.

- The approach
- Response rates
- Analysis
- Key highlights from residents in new neighbourhoods
- Demographics
- Collecting data from existing communities
- Areas to inform future delivery priorities
- Areas to consider for future Resident Satisfaction Survey processes

# Ebbsfleet Development Corporation

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## 2. Key highlights from residents in new neighbourhoods

- Response rates to the questions on ‘sense of belonging’ and ‘feeling that your neighbourhood is a place where people of different backgrounds can get on well together’ are exceptionally high when compared to national averages and higher than in 2021.
- Similarly, residents report exceptionally high satisfaction with their home (up to 98% in Ebbsfleet Cross) and on average 92%.
- Residents are very satisfied with Ebbsfleet as a place to live and they feel safe.
- Residents report feeling able to personally influence decisions affecting their local area (41%), whilst this may appear low, it is comparably much higher than the national average (27%).
- Residents report highest levels of satisfaction with shops and shopping centres, and cinemas.
- Satisfaction with all travel and transport services has increased from 2021, with particularly high levels of satisfaction with train services.

- 2.1 Arguably, one of the most positive results is that 88% of residents rate their satisfaction with the quality of their lives as being above the national average.

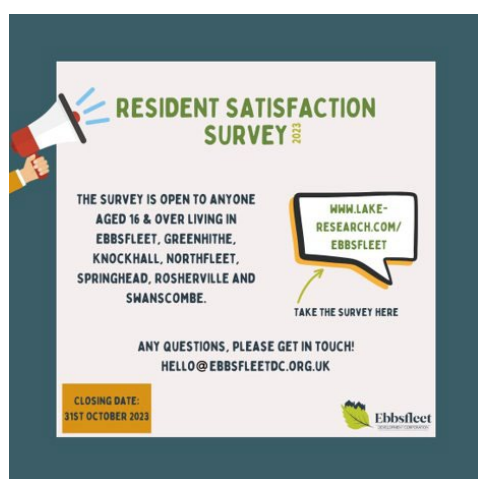
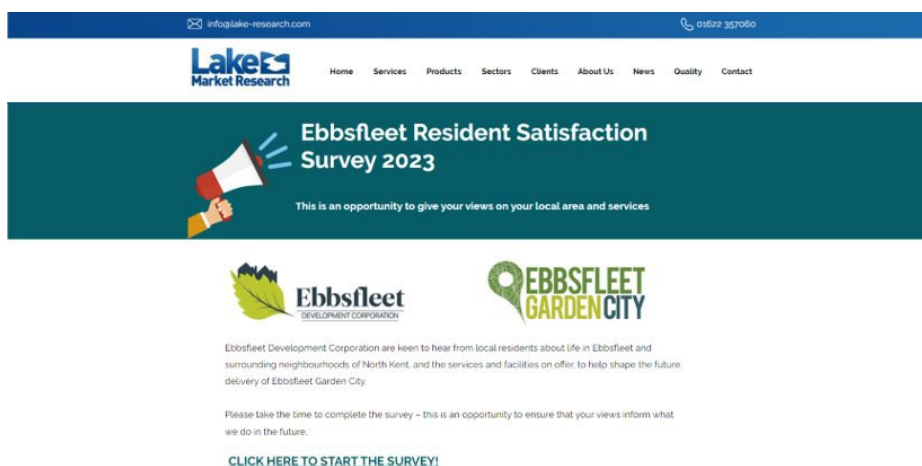
## 3. The Approach

- 3.1. Lake Communications LTD were appointed to carry out local fieldwork. Their interviewers have previously worked on similar scale projects with statutory bodies including Kent County Council.
- 3.2. An RSS was carried out in 2016 and collected 1,092 responses. It was repeated in 2021 which received 376 responses (this was curtailed due to Covid restrictions). The 2021 survey questions were reviewed and updated to reflect current areas of interest and the new KPI questions. The focus areas were also redefined to align to revised electoral boundaries.
- 3.3. The 2023 survey was launched online on the 21<sup>st</sup> September, a paid promotion was carried out across social media until the 31<sup>st</sup> October.

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*Images of social media posts used.*

- 3.4 14,216 flyers were distributed from the 26<sup>th</sup> – 29<sup>th</sup> September to residents in all 5 local wards. Face to face interviews were conducted between the 10<sup>th</sup> October and the 21<sup>st</sup> November. All targets for responses were met or exceeded, balanced across all new neighbourhoods and between new and established neighbourhoods as outlined below.

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Image of the flyer distributed to all 5 wards.

- 3.5 The survey consisted of 41 questions and took an average of 12 minutes to complete.

#### 4. Response rates

- 4.1. The table below sets out the target and achieved response rates across the various neighbourhoods. Over 2000 residents completed the survey, 49% of respondents were from the new neighbourhoods and 51% from existing neighbourhoods. 30% of responses were collected online, 70% face to face. Compared to previous surveys, we sought to receive a higher number and proportion of responses from new development areas. This was reflected in target response rates set with Lake Communications and was met.

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	Online	Face to face	Total
Northfleet	65	448	513
Swanscombe	84	231	315
Greenhithe and Knockhall	94	98	192
Whitecliffe (Castle Hill, Alkerden, Ashmere)	189	242	431
Ebbsfleet Green / Weldon	55	148	203
Springhead	33	222	255
Ebbsfleet Cross (Craylands Lane/Croxton & Garry)	8	32	40
Northfleet Riverside (Harbour Village / Cable Wharf)	11	73	84
Somewhere else	5		5
<b>TOTAL</b>	<b>544</b>	<b>1494</b>	<b>2038</b>

Target quantities	500	1500
Progress	109%	100%

	Online	Face to face	Total
New development areas	291	716	1007
Existing communities	253	778	1031

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## 5. Analysis

- 5.1. Participation in the survey was completely voluntary and self-selecting, this should be considered when interpreting responses.
- 5.2. By carrying out successive surveys we would like to measure trends across time. Trends have been identified at a total level where there are relevant figures. However, for most questions, trends have not been identified at a neighbourhood level due to low base sizes in 2021 (therefore meaning there is a larger margin of error for the 2021 statistics) and changing geographic definitions from the 2016 statistics. However, with such a high response rate in 2023, when repeated in 2024, we will be able to begin identifying key trends across time.

## 6. Demographics

- 6.1 The response rates to the survey were remarkably high and have provided statistically significant results. A response level of over 1000 respondents from the new communities represents approximately 15% of all new residents or over 30% of households (assuming one response per household). In terms of demographics, the survey's findings support data from the Office of National Statistics's Census 2021 that there are significantly lower numbers of people over the age of 65 living in the new neighbourhoods. Employment levels in the new communities are significantly higher (over twice the amount across some areas) than in the neighbouring areas and the proportion of people living with a physical or mental health condition in the existing neighbourhoods is over twice the proportion reported in the new neighbourhoods.
- 6.2 For the first time we have asked residents in new neighbourhoods where they have moved from. The highest proportion of residents (25%) have moved 21-30 miles to their new home in Ebbsfleet, but an almost comparable percentage of residents (22%) have moved under 5 miles – suggesting that they have either moved home within Ebbsfleet or from the surrounding areas. 48% of respondents have moved from London boroughs to Ebbsfleet, whilst 31% have moved within Dartford and Gravesham.

## 7. Collecting data from existing communities

- 7.1 In 2016 when we undertook the Baseline Survey most responses were from existing communities. Over time we will increase the quota of responses from the new neighbourhoods, whilst maintaining a constant quota from existing

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neighbourhoods. We believe it is important and relevant that we continue to collect data from established communities for several reasons:

- To inform EDC business cases, providing evidence of need and gaps in provision in the wider area where EDC may have a role or ability to influence, for example provision of bus services or sport and leisure facilities.
- To inform our Business Planning process to ensure we give proportionate and targeted focus on promoting social cohesion and to monitor the impact of the development on surrounding communities and Levelling Up disparities.
- To provide useful insights to share with stakeholders including our local authority partners who are interested in a wider geographic area than the new neighbourhoods.
- The Resident Satisfaction Survey forms part of the overall 'impact framework' EDC works within which also includes the Social Value and Outcomes Framework – the findings of these assessments allow us to demonstrate the value EDC brings to the local area.

## 8. Areas to inform future delivery priorities

- 8.1 Levels of volunteering are significantly lower in 2023 (14%) than 2021 (24%) – perhaps this is due to the 2021 RSS being conducted during the second of the UK Covid lockdowns when additional volunteering was still in place. However, whilst the levels in the new neighbourhood are the same as levels reported within existing neighbourhoods (which is positive given that the mean age of residents) both levels are below the national average. This suggests an opportunity to focus on enabling and promoting opportunities to increase volunteering in Ebbsfleet.
- 8.2 The divergence in rates of attendance at events in Ebbsfleet suggests that the Corporation should consider delivering more events in certain neighbourhoods e.g., Ebbsfleet Cross, and Northfleet Riverside or as a minimum, ensure publicity is physically or digitally reaching those communities and that publicity is clear that events are open to all residents.
- 8.3 When compared against all travel and transport services, 'facilities for Electric Vehicles' and 'Cycle Routes' were amongst the lowest scoring and are areas that we could have a direct influence on. Other areas that scored lower (traffic flows, bus services and repair of roads) are areas that we should continue to collaborate with partners to improve.



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8.4 Comparatively, residents are less satisfied with health facilities, bars, restaurants, sports facilities, gyms, and swimming pools. Art and cultural centres and theatres also score comparatively lower. This reinforces the need for us to prioritise delivery of such facilities in the next corporate plan period.

8.5 Levels of physical activity are surprisingly low, no neighbourhood meets the national, Kent or local averages for physical activity. A high proportion of residents suggested that more affordable/free sport and physical activities, improved walking/running routes and more local sports facilities would encourage them to be more physically active. This supports the case for investment in sports facilities and sports and physical activity programmes. This also reinforces the fact that there are limited physical connections between neighbourhoods. The proposed garden city grid of 7 city scale parks will greatly enhance this, however it is important that they come forward at pace with new homes to help establish opportunities for healthier and more sustainable lifestyle choices.

## 9. Areas to consider for future Resident Satisfaction Survey processes

9.1 Response levels from new and existing neighbourhoods were particularly positive and as such, a similar approach to the survey will be utilised for 2024. We will review the target number and proportion of responses from new neighbourhoods with a plan to increase this in line with development.

9.2 The survey questions will be refined for the 2024 survey. In particular the question relating to volunteering as the definition of 'voluntary' activity is open to interpretation.

## 10. Recommendation

10.1 Board are asked to NOTE this report.

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<b>Date of meeting:</b>	<b>31 January 2024</b>	<b>Paper Number:</b>	<b>EDC 024/006</b>
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<b>Title of paper</b>	<b>Finance, Operations &amp; Programme Report as at 31 December 2023</b>
<b>Presented by</b>	<b>Gerard Whiteman, Director of Corporate Services Vikki Finneran, Assistant Director of Finance</b>
<b>Sub-committee</b>	<b>NOT APPLICABLE</b>

## **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 DECISION**

The Board is asked to **NOTE** the report and **APPROVE** the process and associated delegations regarding the distribution of section 106 funds as set out in section 8.

## **Annexes**

Annex A – 2023/24 EDC Operational Budget

## **Delegation**

A proposed delegation process in respect of section 106 funds is set out in section 8.

## **Financial impact**

As outlined in the report.

## **Legal impact**

Not Applicable, unless specifically referenced in the relevant section.

## **Equalities impact**

There are no equalities impacts from the specific contents of this paper.

## **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 31 December 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 as 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 c£1.1m giving a total gross revenue budget available to the Corporation of £7.1m.
- 2.3 RDEL receipts of £1,004k generated in 22/23 (subject to audit) that were not utilised in-year are being carried forward by the Corporation, with the approval of DLUHC. These are forecast to be utilised in 24/25 to support the RDEL budget, as the EDC's total rental income in 24/25 will be much reduced following the exit from site of the HMRC facility, and inflation on Pay costs will have an impact after several years of a 'flat' budget allocation.
- 2.4 Within Pay, the cost of all roles necessary to deliver the Corporation's objectives were budgeted for the full year. Recruitment to those posts has been carried out since April or is ongoing. Where budgeted posts are not filled, vacancy savings/underspends accrue. Continuing use of more expensive temporary staff offsets those savings.
- 2.5 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

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will be re-submitted, but DLUHC have also agreed to be flexible on utilisation of these funds in future years if required.

- 2.6 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 was £23.12m, being £13.9m of new funding as set out in the 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 re-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 £7.15m which reflects that some projects have been delayed e.g. Northfleet Embankment East RIBA Stage 4 activity.
- 3.5 Actual capital expenditure to 31 December 2023 was £3.27m.
- 3.6 The overall CDEL programme is monitored under five activity headings. These are listed in Table 1 below along with the 2023/24 forecast and actual spend breakdown.

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*Table 1 – 2023/24 Capital Expenditure*

<b>Project Area</b>	<b>Actual Spend YTD 31 Dec 23 (£000)</b>	<b>Forecast Outturn Full Year 2023/24 (£000)</b>
Ebbfleet Central	1,594	2,980
Northfleet Riverside	160	328
Transport and Utilities	1,509	2,737
Civic	0	1,100
Stewardship	9	9
<b>Total</b>	<b>3,272</b>	<b>7,154</b>
<b>2023/24 CDEL allocation (excluding receipts)</b>	<b>-</b>	<b>23,120</b>
<b>Budget Headroom</b>	<b>-</b>	<b>15,120</b>

- 3.7 As part of the Supplementary Budget process, EDC has requested to DLUHC the re-profiling of the unutilised 23/24 capital budget to future years.

## **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 £1.17m.

- 4.3 Actual programme revenue expenditure to 31<sup>st</sup> December 2023 was £520k.

- 4.4 As above, the overall programme is monitored under five activity headings. These are listed in Table 2 along with the 2023/24 forecast and actual spend breakdown.

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*Table 2 – 2023/24 Revenue Expenditure*

<b>Project Area</b>	<b>Actual Spend YTD 31 Dec 23 (£000)</b>	<b>Forecast Outturn Full Year 2023/24 (£000)</b>
Ebbfleet Central	0	20
Northfleet Riverside	0	10
Transport and Utilities	98	230
Civic	288	667
Stewardship / Other	134	250
<b>Total</b>	<b>520</b>	<b>1,177</b>
2023/24 Budget		1,100
Over/(under) spend		77

## 5 Programme Level risks

5.1 The key risks currently to the programme are:

- Continuing inflationary pressures, particularly labour costs;
- Availability 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.

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*Table 3: CDM Health and Safety Report*

<b>Health &amp; Safety</b>	<b>Nr of RIDDOR</b>	<b>LTI's</b>	<b>Safety Observations</b>	<b>Near misses</b>	<b>Comments</b>
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*

<b>Area</b>	<b>LTI's</b>	<b>Near Misses</b>	<b>Incident Nature</b>	<b>Outcome</b>
Ebbfleet Central – Bamber Pit	0	0	Instances of trespass	Ongoing security and use of CCTV
Ebbfleet Central Northfleet Rise	0	0	Fly tipping / waste dumped	Items removed
Grove Rd	0	0	Fly tipping / waste dumped	Items removed
Springhead Bridge	0	0	Instances of Graffiti	Graffiti removed

## 7 Staffing Structure and Recruitment

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

7.2 The headcount as at 31 December 2023 was 52.82 FTE.

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

7.4 Since the last Finance, Programme and Operations Board report in October 2023 the following roles have been recruited to:

- Head of Development – Commercial & Community
- Cultural Development Manager (part-time, job share)
- Assistant Planning Delivery Manager
- Design Advisor (fixed-term, maternity cover)
- Business Support Officer – Development and Infrastructure & Enabling Works
- Procurement Officer
- Senior Development Manager
- Senior Development Surveyor

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7.5 We are currently recruiting to two vacancies, Senior Development Manager and Transport Project Manager.

## 8. Delegation

8.1 One of the functions of the Corporation as Local Planning Authority (LPA) is to receive financial contributions from developers of land, made under section 106 of the Town & Country Planning Act. These contributions come in different 'categories' in respect of the way that they can be utilised:

A. Ringfenced for specific facilities or services which are specified in the section 106 agreement, and where there is no discretion on the part of the LPA as to how these funds are applied (**non-discretionary funds**). In some instances, these funds are collected by the Corporation but passed straight through to another service provider i.e. the local housing authority.

B. Where there are options as to how the contributions can be applied, albeit perhaps within a range of parameters specified in the section 106 (**discretionary funds**).

8.2 It is necessary to bring greater clarity and appropriate process to any decisions regarding the distribution of these funds and the Chief Executive is proposing the following process and associated delegations is approved by the Board.

## 8.3 Proposed Process

8.3.1 **For Non-Discretionary Funds** it is proposed that the funds can be transferred to the relevant appropriate public body upon the authorisation of the Director of Planning and Place. The Director must satisfy themselves that the funds are truly non-discretionary, and that the recipient public body is the appropriate body to discharge the obligation to provide the service/facility. They must take measures to be assured that the recipient public body will use the funds for the purpose that they were collected.

8.3.2 **For Discretionary Funds** it is proposed to give the Director of Planning and Place the delegation to authorise the transfer of up to £250,000 to an appropriate public body that is able to demonstrate that they will utilise the funds in line within the parameters of the section 106.



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- 8.3.3 For distribution of discretionary funds above £250,000 it is proposed that authority is given to a Panel comprising the Chief Executive, the Director of Planning & Place and the Chair of the Planning Committee to approve a distribution that meets the parameters of the section 106. Some Terms of Reference will be prepared and agreed by the Panel before its first meeting.
- 8.3.4 It is recommended that the Board approve this process and the associated delegations, and that the Delegations Framework is amended accordingly with immediate effect.

Budget Heading	Full Year Budget	YTD Budget	YTD Actual	YTD Variance	Full Year Forecast Outturn	Full Year Forecast Variance	Comments
	2023/24	Month 9	Month 9	Month 9	2023/24	2023/24	
	£	Dec 23	Dec 23	Dec 23	£	£	
<b>Board Fees</b>							
Chairman	28,000	21,000	21,000	-	28,000	(0)	
Other Board Members	90,000	67,500	54,600	(12,900)	76,100	(13,900)	
Independent Members (Planning Committee)	14,000	10,500	2,000	(8,500)	4,000	(10,000)	
Employer's Oncosts - Board Members	13,000	9,750	4,300	(5,450)	5,900	(7,100)	
	145,000	108,750	81,900	(26,850)	114,000	(31,000)	
<b>Employee Salary Costs</b>							
CEO Team	323,000	242,250	205,100	(37,150)	270,000	(53,000)	
Projects & Development Team	496,000	372,000	211,600	(160,400)	350,000	(146,000)	
Infrastructure & Enabling Team	342,000	256,500	193,200	(63,300)	218,000	(124,000)	
Planning & Place Team	1,109,000	831,750	778,900	(52,850)	1,055,000	(54,000)	
Corporate Services Team	726,000	544,500	421,900	(122,600)	575,000	(151,000)	
Employer's NICs	413,500	310,125	207,800	(102,325)	297,000	(116,500)	
Employer's Pension Contributions	602,500	451,875	361,300	(90,575)	500,000	(102,500)	
Staff Incentive Scheme / Pay Increase	55,000	-	-	-	55,000	-	
	4,067,000	3,009,000	2,379,800	(629,200)	3,320,000	(747,000)	
<b>Interim/ Agency Staff Costs</b>	120,000	90,000	393,200	303,200	513,000	393,000	
External HR and DLUHC Payroll	26,000	19,500	15,500	(4,000)	26,000	-	
	146,000	109,500	408,700	299,200	539,000	393,000	
<b>TOTAL PAY COSTS</b>	4,358,000	3,227,250	2,870,400	(356,850)	3,973,000	(385,000)	
<b>Premises Costs (Owned/Leased/Temp Usage)</b>	302,000	213,500	236,000	22,500	342,000	40,000	
<b>ICT</b>	222,000	166,500	280,500	114,000	327,000	105,000	
Office Equip/ Consumables / Stationery / Postage	30,000	22,500	23,900	1,400	30,000	-	
Corporate Legal Support	20,000	15,000	8,450	(6,550)	18,000	(2,000)	
Other External Support to Corporate Services	55,000	41,250	36,500	(4,750)	66,000	11,000	
External Audit (National Audit Office)	50,000	37,500	45,000	7,500	60,000	10,000	
Internal Audit (Government Internal Audit Agency)	25,000	18,750	19,050	300	25,000	-	
Insurance	45,000	33,750	40,400	6,650	52,000	7,000	
<b>Comms/ Business Engagement</b>	60,000	45,000	43,800	(1,200)	60,000	-	
<b>Travel &amp; Subsistence</b>	26,000	16,500	12,900	(3,600)	18,000	(8,000)	
Vehicle hire	10,000	7,500	5,900	(1,600)	8,000	(2,000)	
Recruitment Advertising	15,000	11,250	28,500	17,250	34,000	19,000	
Training	45,000	33,750	41,800	8,050	49,000	4,000	
Corporate memberships	25,000	12,500	7,600	(4,900)	12,000	(13,000)	
Other Staff Costs (Prof Subs/PPE etc)	50,000	5,000	6,600	1,600	10,000	(40,000)	
<b>External support to Planning Service</b>	250,000	187,500	188,400	900	250,000	-	
<b>CSR/ Business Plan / KPI Monitoring</b>	40,000	-	47,800	47,800	50,000	10,000	
<b>Bank Charges</b>	2,000	1,500	1,250	(250)	2,000	-	
<b>TOTAL NON-PAY COSTS</b>	1,272,000	869,250	1,074,350	205,101	1,413,000	141,000	
<b>Programme Revenue</b>	1,110,000	594,000	520,000	(74,000)	1,178,000	68,000	
<b>Estate &amp; Asset Management Costs</b>	500,000	375,000	343,500	(31,500)	530,000	30,000	
<b>TOTAL EXPENDITURE</b>	7,240,000	5,065,500	4,808,250	(257,250)	7,094,000	(146,000)	
<b>Income from Central Area &amp; Other Owned Sites</b>	(940,000)	(705,000)	(459,150)	245,850	(655,000)	285,000	
<b>Planning Fees income</b>	(300,000)	(225,000)	(147,500)	77,500	(250,000)	50,000	
<b>Other Income</b>	-	-	(142,200)	(142,200)	(189,800)	(189,800)	
<b>TOTAL INCOME</b>	(1,240,000)	(930,000)	(748,850)	181,150	(1,094,800)	145,200	
<b>Net Expenditure</b>	6,000,000	4,135,500	4,059,400	(76,100)	5,999,200	(800)	

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<b>Title of paper</b>	<b>Development, Infrastructure and Enabling Works Update</b>
<b>Presented by</b>	<b>Paul Abrahams, Director of Infrastructure &amp; Enabling Works Jennifer Hunt, Director of Development</b>
<b>Sub-committee</b>	<b>N/A</b>

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

This report provides an update to the EDC Board on the key development activities and the key infrastructure and enabling works projects across the Corporation.

## **EDC Business Plan and KPIs**

The development, infrastructure and enabling works 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, infrastructure and enabling works 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, infrastructure and enabling works projects and these are being fed into EDC's SR work.

## **Legal impact**

Our retained legal advisors continued to remain engaged on the development, infrastructure and enabling works projects.

## **Stakeholder impact**

EDC is engaging extensively with stakeholders involved in all development, infrastructure and enabling works projects.

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## **Equalities impact**

All projects across development, infrastructure and enabling works consider equalities impact on a project by project basis.

## **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, infrastructure and enabling works projects.

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## 1. Introduction

1.1. This report provides an update on the key development, infrastructure and enabling works activities across the Corporation. In particular, it covers the following key projects / sites:

- Development Projects
  - Ebbsfleet Central
  - Thames Way Development Area
  - Grove Road
  - Northfleet Embankment East
- Infrastructure and Enabling Works Projects
  - Springhead Bridge
  - Northfleet Waste Water Treatment Works
  - Electricity Supply Infrastructure
  - Waste Management
  - Fastrack Tunnels
  - Fastrack – Bath Street Contraflow
  - Wayfinding
  - Smart Transport – UTMC
  - MaaS

### Development Projects

## 2. Health, Safety and Well-being

2.1. 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 November.

## 3. Ebbsfleet Central

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

3.2. Work on the Phase 1 element of the project has continued with the procurement and appointment of the full design team (comprising 6 no. design team roles) completed in December 2023. The full design team are being managed by our development manager, M3, and have commenced the RIBA Stage 1 design process for the infrastructure required to enable the first phase of development on the site.

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## 4. Thames Way Development Area

- 4.1. 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.
- 4.2. The programme of further technical and commercial support work to establish the deliverability, viability and benefits of the various options at Blue Lake is nearing completion. This process has been undertaken in an iterative manner, in order to identify the optimum infrastructure solution to unlock Blue Lake as an asset. The Strategic Outline Case is due to be finalised in the next month and will be presented to Board before the end of Q4 23/24.

## 5. Grove Road

- 5.1. Following the work undertaken to explore alternative solutions to re-developing the Grove Road area, a preferred way forward has now been identified.
- 5.2. The preferred option for re-developing EDC's landholdings to the south Grove Road area involves a programme of coordinated interventions to deliver the regeneration of the area. A Strategic Outline Case for the project is being presented to the January Board in Part II.

## 6. Northfleet Embankment East

- 6.1. EDC own a small employment site at Northfleet Embankment East and are proposing to directly deliver c3,500sqm of commercial floorspace on the site.
- 6.2. Work continues to progress the planning application for the scheme, following submission on the 9<sup>th</sup> October 2023.
- 6.3. We have completed an independent review of the cost plans for the scheme, and are undertaking further cost interrogation as part of the process to develop the Full Business Case for the project.

### **Infrastructure and Enabling Works Projects**

## 7. Springhead Bridge

- 7.1. Discussions continue with KCC Director of Highways and Transportation regarding adoption of the bridge and acceptance of the maintenance for the

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lighting columns previously approved by KCC as part of the design and section 278 agreement. EDC continue with the close out actions including archiving of the archaeology reports and legal requirements in readiness for the final stage of the adoption process to proceed.

- 7.2. The principal inspection is underway and expected to be finalised by end of January 2024.

## 8. Northfleet Waste Water Treatment Works

- 8.1. Following the Board discussion in September, all work and joint funding on the development of designs for the Option A were halted. Southern Water have continued to work up a design solution for regulatory improvements to the existing facility at their own cost. This is expected to be shared with EDC post an SW internal risk and value meeting and SW board decision in March 2024. Extra-over odour control is an agenda item at their board.
- 8.2. Actions were completed following feedback received in the Board away day, namely:
- A peer review was completed over the history behind the project and original requirements and business case for the WWTW facility, this included finance agreements with SW and basis for investment.
  - SW were challenged on the spend to date (including the EDC's £1m / £1.5m) and a thorough review completed to validate SW/EDC joint funding – SW accounts were valid and the financial and operational evidence was true to the Grant agreement.
  - Consider whether specialist WWTW advisors are required to assist with the evaluation and next stages of the project – The peer review has concluded that additional SME resources should be commissioned for the design of extra over odour controls and odour contour boundaries.
  - Consider whether there is any benefit in speaking with Ofwat about SW regulatory obligations – The Grant agreements were clear over SW regulatory obligations and amount of investment committed under the OFWAT Pricing Review to 2024. No further clarification is required.

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## 9. Electricity Supply Infrastructure

- 9.1. Following Board approval of the updated FBC for the delivery of the electricity essential infrastructure, papers were submitted to ISC and HMT for review. Approval for the additional expenditure was approved by HMT in December 2023.
- 9.2. UKPN are in consultation with EDC over the location of the Ebbsfleet Central Primary Substation and associated 33kV cable routing via the HS1 culvert. This is deemed as critical to the programme for delivery of the 77kV required for the garden city. EDC Master planning team are now onboard, and discussions are ongoing over safeguarding a location for the EC substation and cables within the Master plan.

## 10. Waste Management

- 10.1. KCC are in discussion with EDC over next steps for this project. A potential location has been identified adjacent to the existing WTF which supports the original requirements, and the landowner has been approached over an option agreement. This would support the collaborative working arrangement to identify a solution for a single Waste Transfer Facility to service the proposed developments due to the existing site being close to capacity.

## 11. Fastrack Bean Tunnel

- 11.1. Kent County Council have confirmed they have accepted DfT Bus Service Improvement Plan (BSIP) funding; £9.5m of which is to be used to cover the Fastrack Bean Tunnel funding gap. The planning consent for the Fastrack Bean Tunnel lapsed and work is now underway to resubmit the planning application in February 2024. The new net zero planning requirements are to be included.
- 11.2. KCC have advised EDC that their original tunnel contractor, Balfour Beatty have now declined to undertake these works. KCC are currently reviewing their procurement options.
- 11.3. At the Whitecliffe developer meeting the Fastrack Team, EDC and Developers agreed in principle to a programme of dates to enable Fastrack to service Whitecliffe as soon as possible, commencing with a temporary Fastrack service in late summer 2024.



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- 11.4. A separate paper is tabled within Part 2 that seeks approval to an increase in the revenue expenditure to support the project through contractual processes.

## **12. Fastrack – Bath Street Contraflow**

- 12.1. Ongoing Construction works to deliver the Fastrack Bath Street bus contraflow scheme.
- 12.2. The works completion date has slipped to May 2024 due to additional works required to relocate service chambers and high voltage cable diversions.

## **13. Wayfinding**

- 13.1. The Wayfinding project aims to provide functional navigation support for pedestrians and cyclists across the Garden City through the implementation of various strategically located signposts, totems and lecterns. The procurement exercise to update design work and produce sign placement plans to inform delivery is due to complete within the next reporting period.

## **14. Smart Transport – UTM**

- 14.1. All 40 traffic signal junction improvements have now been completed, including refurbishment of the equipment and conversion of the pedestrian crossings to near-sided facilities with detectors. Locations for 4 Variable Message Signs (VMS) have been agreed and equipment purchased. Installation scheduled before the end of March 2024.

## **15. MaaS – Mobility as a Service**

- 15.1. EDC have been in discussions with KCC regarding their Mobility as a Service initiative. KCC are looking to EDC for funding support as these discussions continue.

## **16. Recommendation**

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