

Ebbfleet Development Corporation

Board Meeting Part		One	
Date of meeting:	27 March 2024	Paper Number:	EDC 024/014
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			
N/A			
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. Annual Accounts 2022/23

- 2.1 The Corporation's Annual Report and Accounts have now been formally laid before Parliament and published following external audit and sign off by the Audit and Risk Committee and Board.
- 2.2 The publishing of our accounts and the associated audit process represents a significant piece of work on behalf of the Finance Team, and an overall major milestone for the Corporation. I would like to thank all involved for their input.

3. 4,000 Homes Completed

- 3.1 On 21st February we celebrated completion of the 4,000 homes in the Garden City with a small event with the purchaser of the home at Cable Wharf, Northfleet.
- 3.2 The following week we hosted a visit from the Housing and Planning Minister, Lee Rowley MP, during which we were able to give him an overview of the vision and delivery at Ebbsfleet and take him on a short tour taking in a meeting with the purchaser of the 4,000th home and a visit to Redrow Homes development at Stonehaven Park, Alkerden.

4. Business Planning 2024/25

- 4.1 The Board discussed drafts of the proposed activities and associated KPI targets at their Strategy Day in February. A final draft is on the Part 2 agenda this month and, should the Board endorse this draft, it will then be presented to DLUHC for formal approval. Upon their approval, it will be published.
- 4.2 2024/25 is the last year of the current SR period and therefore of our formal allocations for RDEL and CDEL (a small CDEL allocation to cover the expenditure tail for projects commenced in earlier years has been confirmed for 25/26). We are therefore having to carefully plan our expenditure and new commitments in order to stay within confirmed allocations and maintain momentum of time critical projects. To assist with this, we have asked DLUHC that we be allowed to roll forward and utilise in 25/26 any forecast CDEL receipts. If this were to be approved, we consider that we will be able to maintain momentum in the capital

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programme, pending the outcome of the next SR process, minimising the delays as far as possible.

- 4.3 It should also be noted that 2024/25 represents the final year of our current Corporate Plan period. Throughout the course of the year, and liaising closely with our sponsor team in the Department over format and timing, bearing in mind the upcoming General Election and subsequent Comprehensive Spending Review, we will undertake preparatory work throughout the year in order to be in position to finalise a new Corporate Plan when required.

5. Changes to Compulsory Purchase System

- 5.1 On 1st March the Secretary of State wrote to the Corporation along with all Chief Planning Officers in England, Homes England, and CEOs of other Development Corporations regarding the changes to the Compulsory Purchase Order (CPO) process provided for within the Levelling Up & Regeneration Act (LURA). These changes include:
- Giving local authorities (LAs) in England a clearer legal basis to use compulsory purchase orders (CPO) to deliver regeneration projects.
 - Streamlining and modernising the CPO process: allowing CPOs to be conditionally confirmed for the first time. This will reduce risk to acquiring authorities by enabling the submission of further information to overcome impediments to scheme delivery. We [the Government] have also enabled the digitisation of the CPO process, such as requiring information of CPOs to be published digitally as well as in person.
 - Removing automatic rights for public inquiries to be held where there are objections: avoiding time consuming public inquiries where they are not proportionate.
 - Striking a better balance in the assessment of compensation: we are simplifying the process for obtaining a Certificate of Appropriate Alternative Development (CAAD) and are removing the requirement for acquiring authorities to pay landowners' costs for applying for a CAAD, including appeals. These reforms rebalance the position between acquiring authorities and landowners. The likelihood of planning permission for appropriate alternative development will now be more sensitively assessed and is more akin to the position in a normal market transaction.

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- Providing more flexibility: we are extending time limits for implementing CPOs and giving more flexibility to vary vesting dates, where there is agreement between parties. This will better reflect the complexity of large schemes.

Most crucially, however, we made changes in the LURA to allow for the removal of 'hope value' in certain circumstances. 'Hope value' is the value associated with the prospect of planning permission being granted on land sometime in the future.

- 5.2 This is provided by way of information for the Board who will note that we are not currently anticipating utilising our powers of CPO in order to deliver our regeneration programme, but should this be necessary in the future these changes to the system will be enacted.

6. Board Member Appointments

- 6.1 The Minister has confirmed the reappointment of Cllrs Jeremy Kite, John Burden and Derek Murphy to the Board for a further term of 3 years each, or until such time as they cease to be the nominee of their respective Local Authority, whichever is earlier. I would like to thank all three Councillors for their continued support.

7. Recruitment

- 7.1 In January I reported that we had made a number of recent appointments following successful recruitment processes in all but two cases. I am pleased to report that offers have now been made and accepted in respect of these two outstanding posts and that ends the current intensive period of recruitment. My thanks to James Richardson in particular for all his work in managing all the required processes so ably and professionally.

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Title of paper	Marketing & Communications
Presented by	Caroline Doidge, Head of Marketing & Communications
Sub-committee	Not Applicable

Purpose of Paper and Executive Summary

To provide the Board with an update on a range of strategic 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.

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Stakeholder impact

All marketing and communications efforts are targeted to deliver value for current & prospective residents, wider local communities and industry stakeholders, with the long-term goal of demonstrating corporate progress and showcasing the vision and success of delivering Ebbsfleet Garden City.

Sponsor impact

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

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1. Introduction

- 1.1. This Board paper covers the operational periods of February and March. The period in which press, and social media performance is measured are outlined in the respective papers.
- 1.2. February was an exciting month for the Corporation and Ebbsfleet residents, with the 4,000th home celebrated on 21st February alongside developers Keepmoat at the Cable Wharf development in Northfleet. The celebration welcomed resident Eddie and wider partners involved in the delivery of Ebbsfleet Garden City, with a few words from Simon Dudley and Keepmoat.
- 1.3. Despite the poor weather, the celebration was a success, and we were able to welcome the Minister for Housing to Cable Wharf, with Eddie and the Keepmoat team, the very next week.



- 1.4. The week after the celebration of the 4,000th home, we welcomed Minister for Housing Lee Rowley to visit Ebbsfleet and Cathy Francis, in which he received a site tour of Ebbsfleet Garden City and met with Eddie and the Keepmoat team discussing Eddie's experience of moving to Northfleet, the appeal of a Garden City scheme, and the challenges of the housing market.
- 1.5. The Minister's visit, alongside the 4000th home celebration, was a fantastic opportunity to demonstrate the pace of Ebbsfleet regeneration and start 2024 off with two positive new stories. Both visits were shared across social media and to press, with warm reception and interaction across platforms.

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- 1.6. Last autumn, we procured the services of a creative marketing agency to support the creation of a Sustainability Marketing Toolkit. This toolkit will support us in ensuring we consider sustainability opportunities within community focused initiatives, using insights captured from initial stakeholder engagement to shape the toolkit. Primarily an internal resource, this toolkit is due to be trialled in a pilot project with local schools within the red line boundary, working with BetterPoints to encourage active travel on the school run.
- 1.7. This exciting project will challenge schools to compete with one another to convert their school run journeys from car to foot (or cycling/scooting), with some exciting incentives on offer for the winning school.
- 1.8. This pilot will test the application of the toolkit and explore opportunities to continue to strengthen engagement with the public on important issues within the community. The competition will run during the summer term; a report on the success and learnings of the pilot will be available shortly after.
- 1.9. We will shortly be compiling a communications strategy to support the proposed interim bus service into Whitecliffe, beginning summer 2024. Due to the various complexities surrounding the new Fastrack provider (onboarding November 2024) and infrastructure requirements, we are proposing communications to residents are provided as soon as KCC are in a position to confirm the operator of the service.
- 1.10. The Resident Satisfaction Survey has been published online and promoted across social media. Further to this, we have created a leaflet for Sales & Marketing Suites across Ebbsfleet that captures the highlight data from the report and can be used as a tool to give prospective and new residents a flavour of life in Ebbsfleet. At time of writing, we are working on a short video to further promote the results of the survey and use as a digital asset across socials and at Ebbsfleet events.
- 1.11. Board members may recall at the last Board meeting the question of the location of digital newsletter readers was raised. The top 3 locations are London, Greenhithe, and Northfleet. However, it is worth noting this is only tracked via IP address when an email and/or signup form is interacted with, so may not be based on the reader's permanent home or work location.

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2. Website Report

- 2.1 Over the period January – February 2024. 2.4k users have been reported visiting the website.
- 2.2 Page visits for Ebbsfleet Central spiked for the period of 18th – 24th February, which is most likely due to the Ebbsfleet Central branding procurement taking place during this period.
- 2.3 The majority of sessions are via organic search (via search engine results) rather than via direct URL. This is positive, as it shows that our content is matching what users are looking to find.
- 2.4 The Planning and Design page receives much greater views than the rest of the website, with 1.2k views throughout the same period. The average page views throughout the remainder of the site is c.700 views. The majority of users of the website are from London, closely followed by Northfleet and Gravesend.
- 2.5 As a result of the Resident Satisfaction Survey and Social Value Impact Report, there has been a significant increase in the number of contacts within the digital newsletter database.
- 2.6 563 residents requested to be contacted with information on the Resident Satisfaction Survey and are primarily B2C communications.
- 2.7 There are also now 132 contacts on the newsletter database who receive tailored information on Social Value and Inclusive Growth in the area and are primarily B2B communications.
- 2.8 Two digital newsletters were sent to the above targeted audiences over February, with a continued increase in % opens and % clicks.
- 2.9 The Resident Satisfaction Survey newsletter can be viewed here:
<https://mailchi.mp/8e59e499e0fe/resident-satisfaction-survey-the-results-are-in>
- 2.10 The latest Impact in Ebbsfleet newsletter can be viewed here:
<https://mailchi.mp/a78dd7e24ff5/social-value-in-ebbsfleet-your-newsletter-10537850>

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2.11 Two digital newsletters targeted to the above audiences have been sent over this period.

2.12 Further exploration of the website performance can be found in **Annex A**.

3. Press Report

3.1. The press report covers the months of January and February 2024.

3.2. A variety of news articles were covered during this time, with online consumer and social media as the primary outlets for generating exposure.

3.3. Coverage overview, alongside performance metric and sentiment, is detailed 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 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.

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EDC 024-016 Annex A: Website Report

1. Overview

1.1. The website performance report covers the period of January - February 2024.

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

Users 2.4K New users 2.2K Average engagement time 2m 16s Total revenue £0.00 

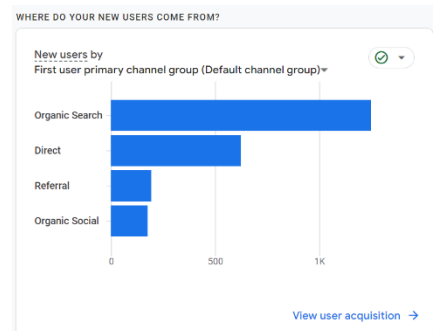
1.3. The average engagement time is largely the same as last month, with a slight increase in engagement time.



1.4. However, there were an additional 400 users in comparison to November/December period – largely predicted due to the festive period accounting for a decline in website traffic.

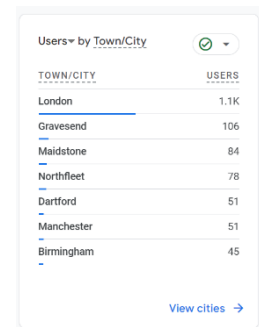
1.5. Of 2.4k users throughout January and February:

- 1249 were organic search
- 625 were direct
- 194 were referral, and
- 177 were organic social



1.6. In comparison to the previous period, referral visits have surpassed organic social, which describes users who visit the site from other sites (without searching on Google). This includes links via social networks or other organisation's websites.

1.7. The majority of users (1.1k) were tracked from London, followed by Gravesend, however it is clear that the website captures the London/city audience far better than the local community – we can suggest this is because the local community primarily use social media for information and updates on Ebbsfleet regeneration.



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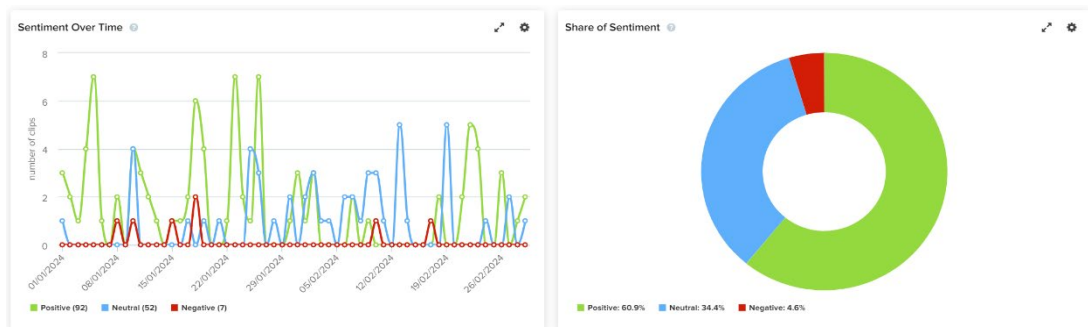
EDC 024-016 Annex B: Press Report

1. Coverage

- 1.1. The press report covers January – February 2024.
- 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. Premier Construction News: [Huge Chalk Sculpture reflects heritage of Ashmere in Ebbsfleet Garden City](#)
- 1.5. Building Garden Communities: [Ebbsfleet Development Corporation supports National Apprenticeship Week in Kent](#)
- 1.6. Building Garden Communities: [Ebbsfleet Garden City, one of the largest regeneration schemes in the UK, has reached a key milestone as it announces completion of its 4000th home.](#)
- 1.7. Kent Online: [Ebbsfleet Academy demands change to unsafe school drop off area plagued by problem parent parking and speeding motorists](#)
- 1.8. My London News: [Elizabeth Line services could terminate at Ebbsfleet in the future](#)

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 comments around lack of Ebbsfleet infrastructure and increased housing.

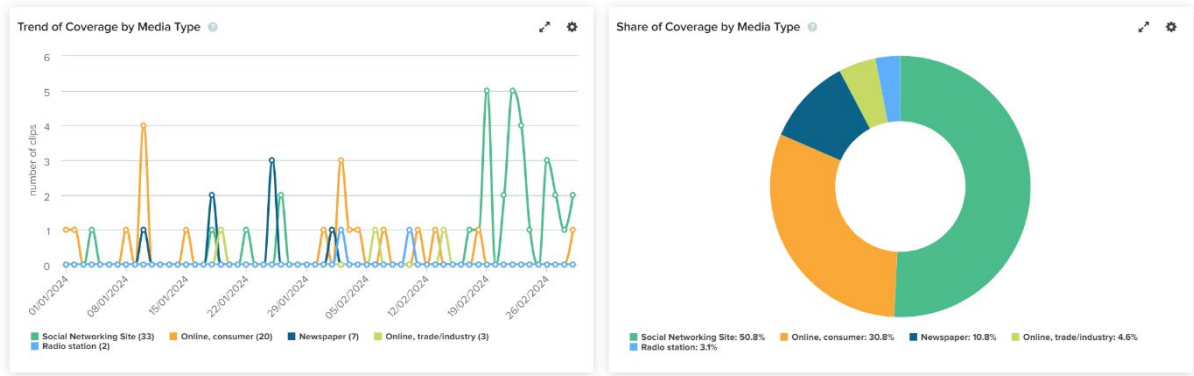


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EDC 024-016 Annex B: Press Report

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 Ebbfleet (and variations of) the most.



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EDC 024-016 Annex C: Social Media Report

1. Facebook

- 1.1. This report covers the period January – February 2024.
- 1.2. A notable achievement for this period is a 202% increase in content interactions. Content interactions accounts for the number of likes or reactions, saves, comments, shares and replies on content, including ads. Content can include formats such as posts, stories, reels, videos and more. This metric counts all interactions, including ones that were eventually removed.
- 1.3. Key metrics for this period include:
 - 1.3.1. **21.9k** reach
 - 1.3.2. **560** content interactions
 - 1.3.3. **76** link clicks
- 1.4. There were 2.3k visits to Facebook over the above period, showing a 184.6% increase. The greatest spike was on 21st January 2024, with c. 500 visitors to the Facebook page.
- 1.5. The Ebbfleet Garden City page has 73 new followers, up 563% in comparison to November-December period.
- 1.6. The majority of visitors to the Ebbfleet Garden City Facebook page are from Gravesend (**21.8%**), Swanscombe (**20.6%**), London (**10%**) and Dartford (**6.9%**). This is largely reflective of the visitors to Instagram.
- 1.7. The top performing content throughout January and February was the Ebbfleet Magical Winter Festival which had over **6.4k** reach, followed by the promotion of the O'Halloran & O'Brien Training Academy, which is supported by EDC (4k reach) and promotion of the 4000th home (3.2k reach).

2. Instagram

- 2.1. Instagram has improved performance against November-December metrics, with **1.3k reach** (8.9% increase) and 193 content interactions (99% increase).
- 2.2. There were 495 visits to Instagram, which shows an **increase of 87.5%** against the period reporting period.

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EDC 024-016	Annex C: Social Media Report
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- 2.3 Similarly to Facebook, extensive promotion of the Magical Winter Festival across the grid and stories and partnering across socials with Cohesion Plus, the organisation who delivered the event, helped increase engagement and reach across the platform.

3. LinkedIn

- 3.1. Performance for the month across LinkedIn demonstrates the impact recruitment opportunities have upon the performance of content on our page.
- 3.2. Follower notes shows a 10.2% decline on follower count, with only **85 new followers** over the reporting period. 61% of followers are tracked from London.
- 3.3. **9882** 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. **345** clicks were monitored over the same period, **171** reactions and the highest engagement rate reported on one day at **12.5%**

4. X

- 4.1. Posting on X throughout January generated **1,982 post impressions**. Posting throughout February generated **1,027 impressions**.
- 4.2. The same period generated an average **2.2% engagement rate** 13 link clicks, and 24 likes.
- 4.3. The post with the highest impressions celebrated the 4000th home (410 impressions) and our post welcoming Richard to the Board (342 impressions).

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Date of meeting:	27 March 2024	Paper Number:	EDC 024/017
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Title of paper	Planning, Design and Delivery Report
Presented by	Mark Pullin, Director of Planning & Place
Sub-committee	Planning Committee

Purpose of Paper and Executive Summary

This paper provides Board with an update on the planning and design functions of EDC and the overall delivery of Ebbsfleet including housing numbers.

EDC Business Plan and KPIs

The speed and quality of planning decisions, the quality of new development and delivery performance are all priority areas for the EDC in relation to the Business Plan and KPIs which align with National Performance requirements for the determination of planning applications.

Recommendation

FOR INFORMATION

Board is asked to **NOTE** the update.

Annexes

Annex A – 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

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1. Development Sites Update

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

Ebbsfleet Central

- Ebbsfleet Central East outline planning application re-submission expected this month. Ongoing discussions between applicant and LPA re. planning conditions and obligations, including with KCC re. education and transport matters. Feedback awaited from KCC re. floorspace requirements for their services.

Eastern Quarry

- Major Urban Park South: Reserved matters application submitted comprising the creation of Whitecliffe Square (multi-use events space), together with associated hard and soft landscaping, sports pitches, a MUGA and other play areas. Currently out to consultation.
- Alkerden Hub: Pre application discussions taking place for the building including lifelong learning centre, health provision, early years and religious facility. Informal presentation to committee took place in January and community engagement is planned this month. Submission is likely in April.
- Alkerden Parcel 4: Pre-application discussions have started with Westerhill Homes for 55 affordable homes. Submission is expected in May.
- Alkerden Parcel 3: Pre-application discussions are ongoing with Bellway for 56 homes comprising apartments and houses fronting Fastrack. Submission is expected in the Spring.

Ebbsfleet Green

- Planning conditions for the allotments/community garden have been discharged. Ongoing discussions between Redrow and Ebbsfleet Garden City Trust for completion and transfer of the allotments and community garden.

Northfleet Riverside

- Cable Wharf Primary School – Final discussions are taking place with KCC to address outstanding matters ahead of reporting to committee next month.
- Harbour Village – Amended plans for Phase 3A (riverside apartments) to be submitted by the end of the month.
- Northfleet East Employment – Amended plans and documents submitted to address issues raised during the consultation. On-going discussions with the development team to address outstanding matters ahead of reporting to committee.
- Northfleet West Employment Land – Amended proposals submitted for Triangle Site and Vineyard Pit, with open storage now proposed for the

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Triangle Site. Amended proposals are expected for Church Path Pit and a full planning application for the adjoining site next month.

Springhead Park

- Ongoing discussions between Countryside Properties and Ebbsfleet Garden City Trust re. completion and transfer of the allotments and community garden, which remains in breach of their planning condition.

2. Housing and Delivery

- 2.1 The Ebbsfleet Delivery Dashboard is attached in **Annex A**.
- 2.2 This month we are reporting 28 completions and 56 starts. This brings the final annual total for 2023/24 to 559 starts and 680 completions. We are confident this shows an accurate picture of delivery.
- 2.3 As part of the annual business planning process work has taken place looking at forecasting for next year. We expect a strong start to the year with the completion of affordable homes at Ashmere.

3. Planning Committee Update

- 3.1 In January, the Planning Committee met and approved the Planning Enforcement Plan; and a paper and action plan examining the challenges and mitigations concerning maintaining design quality during construction. There were also informal developer presentation from Henley Camland on Alkerden Hub and Kent County Council on Rosherville Primary School.
- 3.2 In February, the Planning Committee had an informal developer presentation from Bellway on their proposals for Alkerden Parcel 3. The parcel is located on the northern side of Fastrack close to the boundary with Castle Hill. The land had a reserved matters approval previously granted for apartments and now Bellway are drawing up plans for fewer properties with a mix of houses and apartments.
- 3.3 In March, the Planning Committee will be having a presentation from Globade Design Studio on the emerging planning guidance and assessment tool looking at sustainability within developments. Following engagement with the Planning Committee we will undertake public consultation including engagement with developers.
- 3.4 In April, a formal meeting of the Planning Committee has been arranged where officers will present the reserved matters for Rosherville Primary School for decision.
- 3.5 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
- Ebbsfleet Central East
- Rectory Cottage
- Northfleet Embankment West Employment (2 Applications)

3.6 The recruitment for a new independent member of the Planning Committee was unsuccessful. The term for the existing independent member, Penny Marsh, expires in October 2024. A new recruitment campaign will be launched in the coming months seeking 2 independent members.

3.7 The nomination that we received from Kent County Council has declined the offer to sit on the Planning Committee. When Kent County Council nominate a new representative this will be submitted to the Secretary of State for approval.

4. Other Matters

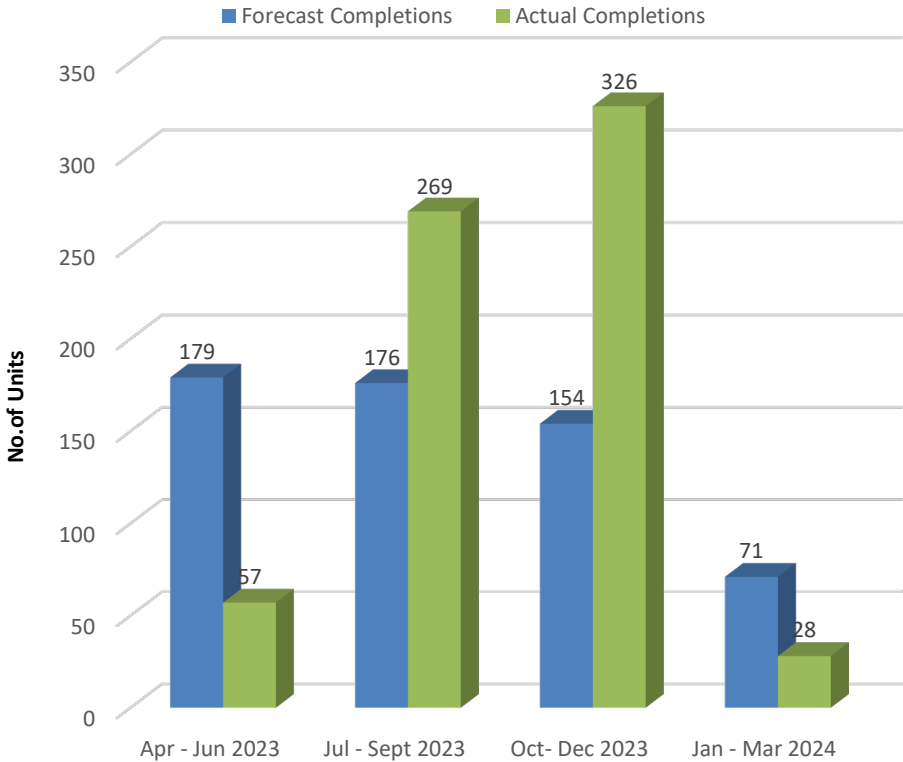
4.1 Comments were submitted to Kent County Council on their consultation concerning the Pre-Submission draft (regulation 19) of the Kent Minerals and Waste Local Plan 2024-39.

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 been reconsulted by Gravesham Borough Council on revised and additional information on the Northfleet Harbourside outline planning application.

ANNEX A
EBBSFLEET DELIVERY
DASHBOARD – MARCH 2024

Housing Completions
Forecast v Actual 2023 - 2024



Ebbsfleet Housing Numbers

Detailed Planning Consent

5,766

Housing Completions

4,196

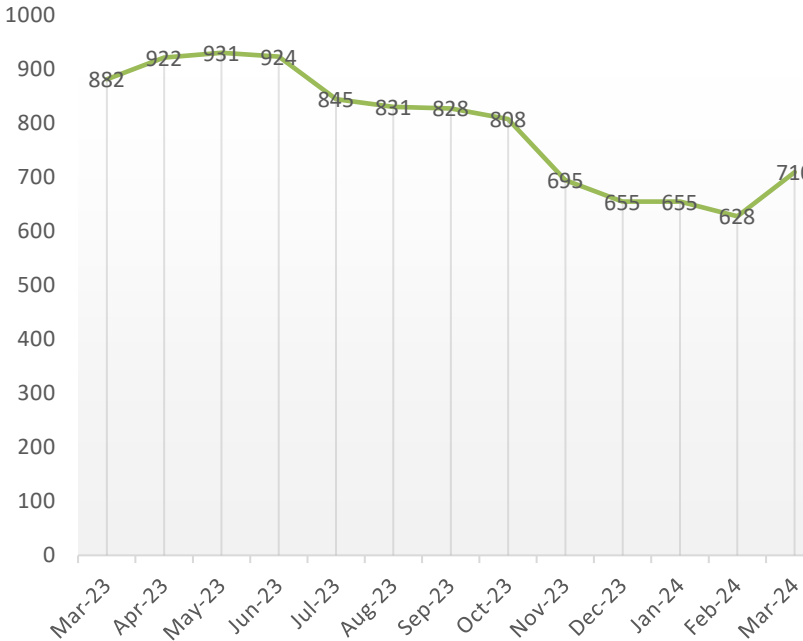
Affordable Homes

1155

EDC 2023/24 Business Plan Target

Completions – 580

Units Started Not Completed



HOUSING STARTS AND COMPLETIONS

YEAR	STARTS	COMPLETIONS
2014-2020	2290	1719
2020-2021	282	347
2021-2022	657	533
2022-2023	817	619
2023-2024	559	680

Completed Homes Per Site

Location	No. of Homes
Ebbsfleet Green (Weldon)	857
Castle Hill	1537
Springhead Park	799
Ebbsfleet Cross (Craylands)	100
Ebbsfleet Cross (Croxtan)	122
Cable Wharf	411
Ashmere Village	211
Alkerden Village	106
Alkerden South (Stonehaven)	6
Northfleet (Lawn Road)	7
Harbour Village (Northfleet West)	40

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		

Top Risks to Delivery

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

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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Title of paper	Ebbsfleet Living
Presented by	Kevin McGeough Head of Strategy and Placemaking
Sub-committee	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 January 2024 to March 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.

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Stakeholder impact

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

Sponsor impact

This report highlights how the EDC supports 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 January to March 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 20th February at Blue Bean in Castle Hill. The Board had a busy agenda including presentations from Henley Camland on the proposals for Alkerden Hub, from Mary Rouse on results of the Residents Satisfaction Survey and from Ambit on their Action Plan for Resident Connectedness. The group were impressed with the findings of the Resident Satisfaction Survey and felt that it offered an accurate view of how residents are feeling about the Ebbsfleet Development.
- 2.2 The Ebbsfleet Community Board joined forces with the Ebbsfleet Design Group of young place-makers, and community representatives from Northfleet and Swanscombe, to consider the next phase of the Resident Connectedness project. The workshop, held at Swanscombe Church Road Hall, was facilitated by Ambit, the consultant team, together with EDC officers. The workshop considered a range of tools, events and activities which could bring neighbourhoods, and individuals together, fostering opportunities for a vibrant garden city, and for improved cohesion between new and established communities. The workshop was seen as a huge success as it brought together a multi-generational, cross-

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community group, who worked together to consider their commonalities and ambitions. The group short-listed ideas which they will continue to develop together, and through the consultant team over the next 3 months, presenting back to the Ebbfleet Community Board in late Spring. This initiative has been funded through an £80k grant from Innovate UK in partnership with EDC.



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- 2.3 Ebbsfleet Garden City Trust (EGCT) Community Fund Panel, met on both the 25th of Jan and 8th March giving ten grants to local groups, stakeholders, and individuals. 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. An additional bid round was introduced, which closed on 1st March to consider bids for activities over the Easter period. Successful bids included proposals for an Easter Egg Hunt at Castle Hill; a series of street parties in Alkerden; and support for a new Ebbsfleet Games Group; for the emerging Ebbsfleet Voices Choir, who are planning a summer picnic; and the Bright Horizons Nursery, Summer Fair in Swanscombe. The Community Fund has also enabled established networks such as The Asian Single Parents Network, to spread their good work to Northfleet and Ebbsfleet.
- 2.4 Ebbsfleet's Creative Exchange Programme and our Culture Forum, in partnership with local arts organisation Blueprint Arts, and EDC have been successful in securing an £80K grant from Arts Council England to continue the programme for a further 2 years. The Culture Forum brings together a group of enthusiastic residents who are interested in culture in its widest interpretation, and together to deliver their own range of productions and activities. EDC will match fund the programme offering a huge opportunity to further embed community ownership and capacity building for local people, and for Ebbsfleet to lead the way in community-led approaches to cultural placemaking nationally.
- 2.5 EDC, GBC, and Creative Estuary have agreed a joint approach to the Place Partnership with funding from Arts Council England, to continue the work of the Cultural Development Fund over the next 3 years with a focus on unlocking the cultural and creative potential of Northfleet North. The partnership approach will see up to £180k of investment in the area with the first phase of work focusing on bringing forward a meanwhile scheme on the Northfleet Station site. Partners will work together with the Northfleet CIO to develop a commissioning brief for the design, uses, users and operator model for the site which will focus heavily on opportunities for local young people, skills and training and workspaces for creative industry and other local SMEs. A second phase, to be agreed through a steering group with partners, will focus on community engagement activities through cultural programming. Turner Works, who did the original feasibility work for the site through EDC's Cultural Development Fund - Cultural Co-location programme have been re-commissioned by GBC to support the first phase which will feed into a business case for EDC Board. All three partners are contributing up to £60k each over 3 years to the project.

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- 2.6 EDC Board asked officers to explore the relevance of the Flourishing Index to Ebbsfleet, and to consider whether it might be a useful tool to evaluate the impact of development in the garden city. 'Human Flourishing' as a measure was a concept first developed by Harvard University based around five central domains: happiness and life satisfaction; physical and mental health; meaning and purpose, character, and virtue; and close social relationships.
- 2.7 Exploring the concept, the University of Manchester, and Buro Happold have piloted a UK approach in partnership with Related Argent and Barnet Council through their proposals for Brent Cross Town. The long-term vision of the partners is to create a dynamic town centre regeneration including 6700 homes, including retirement living, and 3 million sq. ft2 of offices and high street. The longitudinal pilot aims to create a collaborative measurement system that uses a combination of qualitative and quantitative science, to form a baseline against which the future wellbeing of residents and communities can be measured. The pilot builds on the ten wellbeing elements of the 'European Social Survey,' and also on the 'World Happiness Report' and the New Economics Foundation's 'Happy Planet index'. A first round of baseline data was captured during 2022 using a mixed methods approach engaging with 1500 residents who lived within a 20-minute walk distance of the development.
- 2.8 The Brent Cross Town Flourishing Index will be a useful pilot for EDC to follow and to learn from as it develops over time. In many respects EDC has developed a series of evaluation tools which will enable us to assess our impact in a similar way to include objective and subjective data, in a short, medium, and longer-term.
- 2.9 Having been an NHS Healthy New Town pilot, we have always been concerned with our impact on outcomes both for new residents, and those of our neighbours. With funding from NHS England, did undertake a baseline Quality of Life Survey in 2016, of objective data, which formed our 'Quality of Life' wheel. We further developed this baseline into our Outcomes Framework, which in turn links to our published Social Value Ambitions. Our Residents Satisfaction Survey has also been running since 2016 covering both new neighbourhoods and our neighbouring communities; giving us a subjective insight as to how people feel about the new development. Questions in our survey do give us a picture of how people feel – including life satisfaction, which was reported as 80% in 2023, against a national average of 68%. We are currently developing our Resident Connectedness approach, with the Ebbsfleet Community Board and other residents and stakeholders, setting a vision for a welcoming, vibrant, and inclusive garden city, recognising the value of social connections. Whilst the Ebbsfleet

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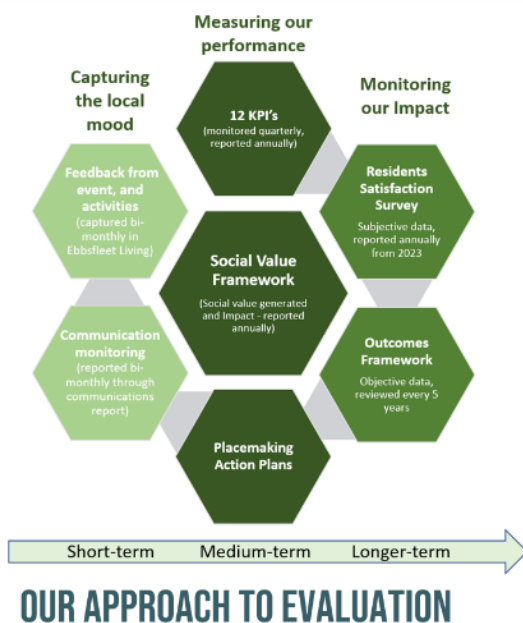
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approach (as outlined below) differs from the Flourishing Index, we are confident our approach is credible and comparable.

We will continue to engage fully with residents, monitoring our impact and informing our future priorities that reflect local ambitions.



OUTCOMES FRAMEWORK



Our vision for resident connectedness



A welcoming garden city connecting thriving communities where empowered residents support each other in living their best lives.

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- 3. Activities delivered in Ebbsfleet directly by the community and local stakeholders during the winter period.**
- 3.1. The New Year in Ebbsfleet has included a number of initiatives to help residents get healthy, and to get outdoors. The Sunday Active 'Couch to 5K' group has continued to expand, and is now meeting twice per week, on Sundays and Thursdays, with over 150 current and graduated members. This year's group includes a number of first-time runners and people wanting to get back into fitness. For many of the members it is not just about the exercise but also the social aspect of meeting and talking to new people. The group is currently aiming for their next graduation run in April.
- 3.2. With funding from the Ebbsfleet Community Fund a series of repair cafés have been held in the Veterans Hall in Northfleet. Since January, a group of volunteers have been running a monthly repair café where several skilled volunteers are on hand who can repair clothing, electrical items, sewing machines, bikes and jewellery to name just a few. The initiative has been highly successful, and to build on this success, EDC partnered with the Repair Café to deliver a bike repair service to the January event. As this proved to be a highly successful initiative, EDC are currently supporting the group to apply for further funding from Cycle UK to help to continue this partnership.



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

4.1. The highlight of the Winter calendar in Ebbsfleet was undoubtedly the [Winter Lights Festival](#), delivered in partnership with local arts organisation Cohesion Plus, with support from Arts Council England. This is the third year that we have held the event, which moved to Platinum Jubilee Park on 20th January, to cater for the increased interest. Despite freezing temperatures and impending Storm Isha, over 1500 people attended the event. As well as drummers, fire eaters and acrobatic performers there was a live band and DJs. Residents and visitors gave fantastic feedback from the event which included:

- “Great evening. Thank you for putting it on. Excited to see more. We just moved here 1 day ago so this was an unexpected surprise.”
- “Kids and I thoroughly enjoyed, thank you for putting on a free family event. The event times were great for young families and thoughtful consideration for residents. Be great if it were to become an annual event.... The light sculptures were amazing!”
- “Had such a wonderful time and totally wasn’t expecting this at all. Good to know things like this are free to attend.”
- “Would totally come back if you are going to do this again. Loved it!”
- “More more more please! We had such a fantastic time.”



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- 4.2. EDC are supporting the Citizen Archive Programme in partnership with local arts organisation, Cement Fields. Through the programme we are continuing to deliver events and activities capturing and preserving the varied stories and histories of the people and places of Ebbsfleet, Greenhithe, Swanscombe, and Northfleet. A series of local walks lead by local historian Christoph Bull have been well attended and more are planned in April and May before the project draws to a close in June. EDC are also developing our own Heritage Action Plan and have been engaging with local historical societies in Swanscombe and Northfleet to help understand what is already known and to ensure residents inform our future approach.



- 4.3. EDC are supporting the Dartford BC funded Beams project helping people into work by connecting the participants of the EDC employability programmes with Beams for additional support.
- 4.4. EDC attended the launch of Hay's Flourish project which assists young people, especially those who find themselves homeless, into work, training, and homes. EDC aim to create greater outcomes for local participants by working in collaboration with these projects.
- 4.5. EDC is working with National Highways and Lower Thames Crossing and GBC to ascertain skills needs and training provision gaps in the local area over the coming months with a view to establishing the need for a Construction Skills Academy.

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- 4.6. To Celebrate International Women's Day on 11th March, Dartford BC invited Lara Pool, Inclusive Growth Manager, to present at their celebration event at Dartford Orchard West. Lara presented on Ebbsfleet's social value impact and gave some insight to fellow women on careers and work life balance. This was an excellent reflection of the work EDC is doing on Inclusive Growth, and of Lara personally.



- 4.7. To celebrate National Apprenticeship Week, EDC collaborated with partners from across North Kent to deliver our third annual Apprenticeship Event which was hosted by Wilmington Grammar School for Boys on Thursday 8th February. The event was initiated by EDC, and this year attracted forty-five employers and training providers and seven hundred visitors. Attendance represented a 100% increase in exhibitors and visitors since 2023. EDC's planning apprentices Phoebe and Louis shared their experience with delegates.



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- 4.8 EDC have been working with Bellway at Harbour Village to deliver our Building Future Skills programme in partnership with Construction Youth Trust. Bellway hosted a visit to their site, for sixth form students, who then created suggestions for a community centre, ensuring community cohesion was paramount to the facility.
- 4.9 EDC have part-funded a film for a new Early Careers Show initiative with The Education People, Careers and Enterprise Company Kent and Medway Careers Hub with Aim a Little Higher. The film focuses on the built environment and will accompany additional resources for careers leads in all Kent and Medway's secondary schools. The construction sector is the first sector to feature, and the partners will source other funders for sector focus on health, logistics, agriculture particularly where there are skills shortages. Apprentices from Kier, Chartway, Flahive Bricklaying, Complete Construction and EDC's own Town Planning apprentice, Phoebe, took part, along with early career starters such as Countryside's graduate trainee and EDC's Business Support Officer Daisy.

The trailer can be seen here: [Early Careers Show - Kent & Medway Trailer \(youtube.com\)](#). The complete film due to be ready for distribution after the Easter break.



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5. Community activities delivered directly by EDC during the winter period.

- 5.1 During February, EDC, with funding from Cycling UK, completed a series of bike repair workshops in Northfleet, Castle Hill and Springhead Park. Across the five sessions we repaired and checked over thirty bikes. Most were from people who had not ridden their bikes in a long time due to not knowing how to repair their bike or unable to travel to a bike shop. During these sessions EDC officers were able to speak to residents about how they use their bikes and what would make them use their bikes more from the people we spoke to would cycle more if they had better knowledge of local routes and more cycle lanes, another concern was secure storage. We also found that very few people cycle to work or school, and the vast majority people cycle for fitness and recreation. Due to the success of these workshops, we would like to continue to develop these and offer 'learn to ride' as well as the 'learn to fix' which we delivered in February.



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- 5.2 We are continuing our series of Drop-in events in all neighbourhoods around the garden city area with our latest events including Harbour Village, Northfleet and another at Darent Valley Hospital held on the 14th of March. The event at Darent Valley was also used to launch the Betterpoints Challenge for hospital staff, in our bid to increase the number of users of the App to 3,000 by the end of the year.



- 5.3 EDC are funding an employability training programme for residents to become site-ready, delivering two, two week-long programmes assisting with employability skills, health and safety, hands on site experience and their CSCS cards. Local company O'Halloran and O'Brien are running these programmes for on our behalf from their Gravesend Training Academy. In February they trained fifteen young people aged 16-24: 9 passed their CSCS card; five are re-sitting; and three participants impressed OHOB so much that they gave them additional Slinger training and have given them jobs on their sites. The next group of adults will start w/c 18th March.
- 5.4 Over the winter period EDC have also supported careers and apprenticeship fairs and 1-2-1 sessions with students at Ebbsfleet Academy, Longfield Academy, Thamesview School, Dartford Grammar School, Northfleet Technology College, The Leigh Academy, St John's School, Cherry Orchard School, and North Kent College. In addition to going into schools with built environment careers awareness, EDC hosted two visits to the Observatory for University of Kent and Chatham Grammar School students in February.

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6. Forward Look

- 6.1 On 23rd March, the Culture Forum, part of the Ebbsfleet Creative exchange will present **African Fusion – Celebrating African rhythm and its influence around the globe**. The Culture Forum which is made up of residents who have recently completed training on how to plan and run their own event. The group are now putting this training into practice in finalizing the details for the African Fusion event on the 23rd of March. The event will include food from local African inspired vendors they have secured the nationally renowned artist Silvastone to perform alongside several other artists at Castle Hill Community Centre. The event is community-led and represents the heritage of many local families living in Ebbsfleet and surrounding areas. It is a testament as to how far the Forum has come under the guidance of Blueprint Arts. With the recent extension of the programme through Arts Council England funding, we look forward to seeing what the group can achieve over the next two years.



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- 6.2 EDC continue our programme of Welcome events for new residents, with the next to be held on 15th March, at Ebbsfleet Green Primary school. Members of the EDC team will be on hand to answer questions from residents alongside planting activities there will be Grounded an Ebbsfleet resident run Coffee company providing hot drinks and sports activities for children.
- 6.3 EDC are working with the Blue Bean Café to plan for the potential of an Ebbsfleet Park Run in Spring 2024.
- 6.4 The Ebbsfleet Baptist Church in partnership with the Ebbsfleet Salvation Army will be holding the fourth annual Easter Egg Hunt on the 7th and 9th April.



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Title of paper	Environmental Programme 2024-25
Presented by	Simon Harrison, Head of Design
Sub-committee	Not Applicable

Purpose of Paper and Executive Summary

This paper provides a summary of progress made on the Ebbsfleet Sustainability Action Plan and sets out the next set of prioritised actions to be implemented as projects during 2024-25.

EDC Business Plan and KPIs

Matters covered will impact on some of the priorities within the Business Plan and associated KPIs, including those relating to quality homes and neighbourhoods and parks, open spaces and recreational spaces.

Recommendation

FOR INFORMATION

Board is asked to **NOTE** progress made in 2023-24.

FOR DECISION

Board is asked to **APPROVE** RDEL funding of £140,000 (inclusive of VAT) to deliver the environment programme in 2024-25.

Annexes

None

Delegation

Not applicable

Financial impact

This paper sets out how the environment programme RDEL will be used to deliver the next set of prioritised environmental projects during 2024-25.

Legal impact

Not applicable

Equalities impact

We will consider any impact in detail within the briefing of each project, to ensure all communications and projects are accessible and inclusive of everybody.

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Stakeholder impact

We will continue to engage with DBC, GBC and KCC, and attend the Kent Sustainability Group to ensure our work is aligned and integrated with wider programmes and initiatives. The Green Infrastructure Strategy will be developed in partnership with Natural England.

Sponsor impact

Not applicable

1. Introduction

- 1.1. This paper provides an annual overview of progress made during 2023-24 in delivering the Ebbsfleet Environmental Sustainability Action Plan (see section 2) and sets out the next set of prioritised actions to be delivered in 2024-25 (see section 3). It seeks Board approval for the expenditure associated with the proposed actions in 2024/25 up to a maximum of £140,000 (RDEL).

2. Progress made during 2023/24

Key projects delivered in 2023/24 are outlined below. Annex 1 also provides a comprehensive overview of progress on all Environmental Sustainability Action Plan actions during 23-24.

2.1. Ebbsfleet Decarbonisation Plan

The Decarbonisation Plan was approved by Board for publication in September 2023, and since then we have been working to generate missing datasets. We plan to bring the first Ebbsfleet Annual Decarbonisation Report to board in March 2025.

2.4 Sustainable Performance Framework (SPF)

Since the publishing of the SPF in September 2023, we have been working closely with the development teams to familiarise, develop and embed the approach into our development projects, and to scope out and procure supporting services within the first phase of Ebbsfleet Central. The Environmental Sustainability Manager has also undertaken training in the Soft Landings Framework.

2.5 Sustainability Assessment Guide for planning applications

Currently in development and due to be completed by May, this work will provide a non-statutory assessment tool and associated design guidance for new planning applications within Ebbsfleet. The assessment tool will allow officers to benchmark the level of sustainable performance of planning schemes against the performance

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being aimed for within EDC projects and communicate this simply and visually to the planning committee and applicants. During 2024/25 we intend to start applying the tool within planning applications.

2.6 Sustainable Communications Plan

This work has been developed in liaison with the Head of Communications & Marketing, to structure how we talk about sustainability, climate resilience and decarbonisation with our communities and stakeholders in Ebbsfleet. A resident's survey was undertaken in November to better understand our resident's awareness and engagement with these themes and to inform our approach to messaging. This is now being implemented through a pilot project that is focusing on trips made to Ebbsfleet's schools, raising awareness of the Betterpoints app, and aiming to increase the number of children and their parents who choose to walk or cycle to school rather than take the car.

2.7 Ebbsfleet's Green Map

Currently in development and due to be completed by May 2024, this project will provide both a digital schedule of the quantity and quality of green infrastructure within Ebbsfleet, and a tool to enable our community to become better informed about the nature on their doorstep and a tool to allow them to become more involved in the stewardship of the local wildlife. Mapping specialists Lovell Johns have been commissioned to develop the interactive digital map that allows users to explore the different types of green infrastructure within Ebbsfleet, such as individual habitats, individual trees and sustainable drainage elements etc, to find out more about them, help to look after them, or report a problem with them.

3.0 Environment Action Plan Priority Projects for 2024-25

3.1 Section 3 presents the proposed priority projects and associated budget for the environment programme for 2024-25 for agreement by Board. The key priorities for the coming year are to publish EDC's approach in two key sustainability areas; Green Infrastructure Strategy and Sustainable Assessment Design Guidance.

3.2 The table below sets out the key projects and the associated expenditure;

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Focus Area	Budget Inc. VAT	Proposed projects
Energy	£12,000	Annual travel monitoring: This will supplement data gathered through monitoring of active planning applications, to provide comprehensive understanding of how residents are travelling within and between villages and adjacent destinations within Ebbsfleet, and to allow us to update the carbon model and generate the annual decarbonisation report in March 2025.
Water	£30,000	Develop feasibility study for reuse of water pumped from Whitecliffe Lake to be used elsewhere in the Garden City. Study will determine water quality, potential uses (including options for water supply to allotments and general irrigation to city parks, feasibility and cost of distribution, implication for future management, maintenance and stewardship etc). To progress in partnership with Henley Camland.
Natural Environment	£38,000	Green Infrastructure mapping tool – final deployment, hosting of stage 1 and tool development/ uploading to host habitat management plans (stage 2).
Natural Environment	£36,000	Develop biodiversity/habitat management plans for Whitecliffe and Springhead Park development sites. These plans will build on the Ebbsfleet area-wide Kent Wildlife Trust biodiversity net gain study, to develop specific management plans for each development site.
Natural Environment	£12,000	Phase 1 habitat enhancement planting. This will leverage KCC's planting programme into those habitats identified as being suitable for tree planting. Potential to plan as a community planting event.
Comms	£12,000	Expenditure to support delivery of comms work across environment programme. Full programme to be developed with Head of Communications & Marketing, funding will be used to supplement internal resourcing, and cover costs associated with non-digital comms channels / community engagement.

4 Conclusion and recommendation

- 4.1** Board are recommended to note the updates presented in section 2, agree the environment programme and budget for 2024-25 in section 3 and approve up to £140,000 of RDEL expenditure required to deliver the proposed actions.

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

Purpose of Paper and Executive Summary

This report provides an update to the 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 our 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 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 our SR work.

Revenue: The investment programme reflects the revenue requirements associated with the development, infrastructure and enabling works projects and these are being fed into our SR work.

Legal impact

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

Stakeholder impact

We are 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

We have 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
 - Blue Lake
 - Grove Road
 - Northfleet Embankment East
- Infrastructure and Enabling Works Projects
 - Springhead Bridge
 - Northfleet Waste Water Treatment Works
 - Electricity Supply Infrastructure
 - Waste Management
 - Fastrack Bean Tunnel
 - Fastrack – Bath Street Contraflow
 - Wayfinding
 - Smart Transport – UTMC
 - MaaS

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.

Development Projects

3. Ebbsfleet Central

3.1. Work continues to progress the outline planning application for Ebbsfleet Central East. Extensive work has been undertaken with the LPA and Local Councils to discuss planning conditions and S106 Heads of Terms. We have also now resubmitted documents to the LPA which will be subject to a 28 day consultation period. Following this, we will ensure we work closely with the LPA to respond to any further queries, before seeking a planning committee date which we are expecting for May/June 2024.

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3.2. Work on the Phase 1 element of the project has continued and the full design team have now completed the RIBA Stage 1 design process for the infrastructure required to enable the first phase of development on the site.

3.3. We have also been working closely with colleagues at the Department for Levelling Up Housing and Communities (DLUHC) to re-establish a Cross Whitehall Group for Ebbsfleet and a DLUHC working group; all with the aim of supporting us through the development of the next stage Business Case (the Outline Business Case) for the Ebbsfleet Central Phase 1 project.

4. Blue Lake

4.1. The programme of further technical and commercial support work to establish the deliverability, viability and benefits of the various options at Blue Lake has now completed and has identified an optimum infrastructure solution to unlock Blue Lake as a natural asset. The Strategic Outline Case is being presented to the Board in Part II of this meeting.

5. Grove Road

5.1. A Strategic Outline Case for the project, which identified a preferred option for re-developing our landholdings to the area south of Grove Road involving a programme of coordinated interventions to deliver the regeneration of the area, was presented to the Board in Part II in January. It has since been submitted to DLUHC for approval.

5.2. As part of this, we have been continuing conversations with the Environment Agency regarding the flood defence requirements in the local area.

6. Northfleet Embankment East

6.1. The Corporation owns 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 9th October 2023.

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- 6.3. We have commissioned an in-depth independent review of the RIBA Stage 3 cost plan 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 over the adoption of the bridge and acceptance of the maintenance for the lighting columns previously approved by KCC as part of the design and section 278 agreement. We continue to maintain dialogue and to close out the final 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 has been completed and some areas of road surfacing have been highlighted as requiring some remedial works. This is being further investigated by us and Balfour Beatty.

8. Northfleet Waste Water Treatment Works

- 8.1. Southern Water (SW) 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 us post an SW internal risk and value meeting and SW board decision in March 2024. The provision of extra-over odour control is an agenda item at their board and discussions are on-going with them regarding the possible investment by the Corporation in the design and construction of such odour controls.
- 8.2. Next steps will be reported to the Investment Panel and forward actions will be agreed, and then presented to Board.

9. Electricity Supply Infrastructure

- 9.1. Variation to the contract with UKPN is close to completion following approval by HMT for additional expenditure and we hope to complete this by the end of March 2024.
- 9.2. UKPN continue to discuss the location of the Ebbsfleet Central Primary Substation and associated 33kV cable routing via the HS1 culvert with the

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Corporation, bearing in mind the need to align this with the potential for development in Ebbsfleet Central West.

10. Waste Management

- 10.1. KCC continue to seek our support and investment to help meet their requirements to provide a suitable solution for expanded Waste Transfer Facilities to serve the area.

11. Fastrack Bean Tunnel

- 11.1. Kent County Council obtained internal approval to accept the BSIP 2 funding for Fastrack Bean Tunnel at the end of last year. Planning for the tunnel lapsed and KCC are currently preparing a new application which is due to be submitted in April. KCC are currently reviewing procurement options for their tunnel contractor and have advised they will look to appoint summer / autumn of this year.
- 11.2. Whitecliffe developers, KCC and the Corporation are meeting monthly to agree a plan whereby a temporary Fastrack E bus service can access Whitecliffe later this summer.

12. Fastrack – Bath Street Contraflow

- 12.1. Ongoing construction works are on site to deliver the Fastrack Bath Street bus contra flow scheme, due to be complete early June 2024. Programme slippages are due to issues with uncharted utilities, particularly a BT chamber.

- 12.2. Works for the scheme include: -

Phase 1 - Road widening on the west side completed at the end of September 2023

Phase 2 - Removal and reconstruction of the Central Reservation. Kerb Laying to West side. Footpath removal and reinstatement to tarmac surfacing of the footpath and carriageway.

Phase 3 - Road widening on the eastern side, and works on the Central Section, and BT Chamber Works.

Phase 4 - Reinstatement Central Reservation islands.

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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 has been completed and information is being collated to forward to the wayfinding contractor.

14. Smart Transport – UTM C

- 14.1. All signal site improvements have now been completed, including refurbishment of the equipment and conversion of the pedestrian crossings to near-sided facilities with detectors.
- 14.2. We are awaiting an update from KCC on Variable Message Signs progress.

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 future funding support following internal approval from KCC's transport board of their MaaS initiative.

16. Recommendation

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

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Board Meeting Part		One	
Date of meeting:	27 March 2024	Paper Number:	EDC 024/021
Title of paper	Updated Procurement and Contract Management Policies		
Presented by	Gerard Whiteman Director of Corporate Services		
Sub-committee	ARAC		
Purpose of Paper and Executive Summary			
To seek APPROVAL from the Board for the updated Procurement and Contract Management policies			
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 recommended to APPROVE :			
<ul style="list-style-type: none">• The Updated Procurement Policy (attached at Annex A) and• The updated Contract Management Policy (attached at Annex B).			
Annexes			
A – EDC Procurement Policy			
B – EDC Contract Management Policy			
Delegation			
Not Applicable.			
Financial impact			
As outlined in the policies.			
Legal impact			
As outlined in the policies			
Equalities impact			
Procurement – This depends on the relevance of equality to each individual procurement activity carried out by EDC. Where it is clear from the start of the procurement, that equality is not relevant to what is being procured, no further consideration or actions are required. The PSED is a continuing duty so if equality is a relevant consideration in what is being procured it will be considered at an early stage by EDC and throughout the procurement process.			
Stakeholder impact			
As outlined in the policies.			
Sponsor impact			
As outlined in the policies			

Ebbfleet Development Corporation

Board Meeting Part		One	
Date of meeting:	27 March 2024	Paper Number:	EDC 024/021

1. Procurement Policy

- 1.1. Attached at Annex A is the updated EDC Procurement policy. The policy has undergone a complete refresh and reformatting exercise (hence no track change against the old version is being presented).
- 1.2. The refresh was requested following ARAC's review of the old document.
- 1.3. The updated policy strives to adopt a proportionate approach depending on the level of spend / complexity involved but at all times ensuring that compliance with the required procurement regulations are achieved and that value for money is obtained.
- 1.4. The Corporation is committed to ensuring that all its procurement activities are in line with the Public Contract Regulations (PCR) 2015 as amended from time to time, and the procurement requirements as stated in HMT's Managing Public Money. These requirements provide the context for the revised policy and the way that the Corporation manages each procurement.
- 1.5. The updated document has been reviewed and endorsed by ARAC.
- 1.6. Procurement training for all EDC staff will be actioned once the updated procurement policy has been approved by Board.

2. Contract Management Policy

- 2.1 Attached at Annex B is an updated EDC Contract Management policy. Like the procurement policy, it has also undergone a complete refresh and reformatting exercise.
- 2.2 The refresh was also requested following ARAC's review of the old document.
- 2.3 The updated policy also strives to adopt a proportionate approach depending on the level and complexity of the contract involved.
- 2.4 Ebbfleet Development Corporation (EDC) is a public sector Contracting Authority for procurement purposes and thus must comply with the 2015 Public Contract Regulations (PCR) regulations including those relating to modifications to contracts.
- 2.5 The updated Contract Management Policy contains the principles, and process description to support EDC staff in managing suppliers and contractors consistently, and compliantly.
- 2.6 The revised document has been reviewed and endorsed by the ARAC Committee.

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3. Recommendation

3.1 The Board are recommended to APPROVE both documents.



Ebbfleet Development Corporation

PROCUREMENT POLICY

March 2024

1. Summary

- 1.1 Ebbsfleet Development Corporation (EDC) aims to achieve value for money (vfm) via efficient and effective procurement of works, goods and services to meet its operational and administrative requirements.
- 1.2 Procurement is the process of acquiring (buying) goods, services or works from an external source (suppliers / the marketplace). Through appropriately competitive procedures, proportionate to the scale and risks associated with a specific purchase, the Corporation aims to achieve 'vfm' (in terms of quality and price) for all its procurement activity.
- 1.3 The Corporation purchases a wide range of goods and services which support both our administrative arrangements (e.g. office supplies) and our investment in the delivery of EDC projects. The processes and procedures set out in this policy apply to all such purchases.
- 1.4 The Corporation is committed to ensuring that all its procurement obligations are complied with i.e. are in line with the Public Contract Regulations (PCR) 2015 as amended from time to time, and the procurement requirements as stated in HMT's Managing Public Money. The Corporation has been classified by the Office for National Statistics (ONS) as a 'Government – Local' organisation. Therefore, it is a public sector Contracting Authority for procurement purposes and must comply with the 2015 PCR regulations. It is considered a Sub Central Contracting Authority (rather than a Central Government entity).
- 1.5 The Corporation is committed to developing its procurement policy and procedures to reflect current 'best practice' and emerging policy and practices, such as the inclusion of Social Value, mainstreaming equality considerations and environmental sustainability.
- 1.6 In order to achieve value for money EDC will endeavour to clearly communicate our requirements and evaluation criteria to potential suppliers and to establish levels of competition appropriate to the value and complexity of the purchase.
- 1.7 Throughout the competitive process EDC will adopt the highest possible standards of probity.
- 1.8 The requirements of this policy apply whether procurement is being conducted directly by our own staff, or on our behalf by a partner and / or by external consultants. Where consultants are supporting a procurement exercise the responsibility for ensuring the Corporation meets the requirements of this policy remains with the Senior Responsible Officer (SRO) for the project or the relevant budget holder for administrative spend (see EDC scheme of

Delegations). They must therefore ensure proper oversight of the process.

- 1.9 The Corporation's CEO is the Accounting Officer (AO) for EDC. The AO is responsible for maintaining a sound system of internal control and ensuring that the Corporation operates to a high standard of probity and uses its resources efficiently, economically and effectively. These principles along with the PCR 2015 regulations provide the context for this policy and the way that the Corporation manages each procurement.
- 1.10 The Corporation's procurement process is administered by the Procurement Team which is led by the Commercial Manager. Responsibility for maintaining this policy rests with the Director of Corporate Services.
- 1.11 The Corporation maintains a Procurement Guidance document which provides support and guidance to staff managing the purchase of goods and services.

2 Key Principles

- 2.1 All Corporation procurement procedures, from initial planning stage to contract award and execution (seal or signature), will be undertaken in a manner to ensure:
 - enough time is given to plan and run the process;
 - equal opportunity and equal treatment;
 - openness and transparency;
 - proportionality;
 - probity;
 - outcomes that deliver value for money.
- 2.2 The Corporation cannot give preference to small and medium sized enterprises (SMEs), voluntary, community and social enterprises (VCSE) or local suppliers, as there are legislative constraints. However, we recognise that there can be barriers limiting or restricting the ability of smaller suppliers to compete for our business. We will seek to reduce the impact of such barriers, where we can do so legally, without discrimination, and without placing unacceptable levels of risk on the Corporation.

3 Authority to Procure

- 3.1 Approval to proceed with all procurements over £15,000 incl. VAT, must be obtained as follows (using the appropriate pro-forma procurement template);
 - For EDC Programme / Project spend - the relevant project Senior Responsible Owner (SRO).
 - For EDC administrative spend - the relevant budget holder.

- 3.2 For procurements between £1,500 incl. VAT and £15,000 incl. VAT, approval to proceed is required from the post holders stated above, but via email only.
- 3.3 The approval to proceed must be obtained prior to any procurement activity starting and the issue of any documentation to potential suppliers.
- 3.4 For procurement activity below £1,500 incl VAT, no approval to proceed is required. Approval at this level will be obtained when a Purchase Order is raised (in line with EDC Financial delegation limits).
- 3.5 Summary:

Value of Purchase	Initial Approval Documentation
Purchase value up to £1,500 incl. VAT	None – (but subject to PO approval – as per financial delegations)
Purchase value in excess of £1,500 incl. VAT and up to £15,000 incl. VAT	Email approval – see 3.2
Purchase value in excess of £15,000 incl. VAT	EDC pro-forma procurement template – see 3.1

- 3.6 All procurements over £1,500 incl. VAT **must obtain a unique EDC procurement reference number** (obtained from EDCs procurement team) – see section 13 Procurement Pipeline) before the procurement activity commences.

4 Proportionality and Competition

- 4.1 Achieving value for money is an important principle, and competition amongst potential suppliers is a proven way to achieve this. The Corporation will apply competition in a proportionate way, according to the value of the purchase.
- 4.2 Expenditure should not be artificially sub-divided, by scope or time, in order to avoid the provisions of this policy and the stated thresholds.

Value of Purchase	Minimum Competition Requirement
Purchase value up to £1,500 incl. VAT	No requirement for a competitive procurement.
Purchase value in excess of £1,500 incl. VAT and up to £15,000 incl. VAT	No requirement for a competitive procurement. 1 written quote must be obtained. Procuring Managers should retain appropriate written evidence to demonstrate value for money has been achieved.
Purchase value in excess of £15,000 incl. VAT and up to UK Threshold limits	A minimum of three written quotations must be sought.

<p>Purchase value in excess of UK 'Threshold limits'.</p> <p>The Threshold limits as at Jan 2022 are:</p> <p>Works: £5,336,937 Services & Supplies: £213,477</p>	<p>A minimum of 5 written quotations must be sought.</p>
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- 4.3 If fewer quotes are received than shown above, authority from the CEO must be obtained prior to appointing a supplier from those that have provided a quote. The CEO will require evidence that value for money is being achieved. If vfm cannot be evidenced the procurement exercise will need to be re-run.
- 4.4 **A Direct award** (using a Framework – see next section) can be used if the Framework allows for this procedure (NB - not all do and have differing values / amounts involved) and the Procuring Manager deems this approach to be the most appropriate action, as a direct award involves no competition. Where a Framework Direct award is used (and complies with the Framework rules / procedures) then the direct award will not be considered to be a single tender action (STA - see section 20 use of Single Tenders).

5 Routes to Market

- 5.1 There are different 'routes to market' available i.e. the means by which suppliers are engaged and proposals/bids to supply the required services or works are sought. The value, risk and complexity of the goods/services/works being purchased will generally determine the most appropriate route to market. The Corporation utilises the three routes set out below (for procurement activity above £15k incl VAT).
- 5.2 Procuring Managers, after consulting with the Procurement team, will determine the most appropriate route to market.
- 5.3 **Frameworks**
- 5.3.1 A procurement framework, also known as a Framework Agreement, is an umbrella agreement put in place that enables buyers (who sign up to use a particular framework) to place orders for goods, services or works. Frameworks usually mean that suppliers have undergone some form of competitive process and met certain criteria before being accepted onto the Framework.
- 5.3.2 Frameworks set out the terms – including Terms and Conditions (T&Cs), price, quality and quantity – under which contracts can be awarded to pre-approved suppliers.

5.3.3 A compliant framework can be used by the Corporation **for any value** procurement.

5.4 **Request for Quotations (RFQ)**

5.4.1 An RFQ is a document that details EDC's requirements (as the buyer) and asks potential suppliers to respond with their pricing and delivery arrangements.

5.4.2 Checks to ensure the suitability of potential suppliers must be undertaken by the EDC prior to the issue of any contract (see section 11)

5.4.3 RFQs can be used for procurements **up to £90k (incl. VAT)**.

5.5 **Invitation to Tender (ITT)**

5.5.1 An ITT is a formal document that is issued by EDC inviting suppliers or contractors to submit a bid for a service, goods or works. ITT's will be used by the Corporation where the proposed purchase is higher value (**above £90,000**), **or high risk and/or complex in nature**.

6 **EDC Procurement Portal and the use of "Contracts Finder" and "Find a Tender" (FTS).**

6.1 The Public Contract Regulations (2015) require in-scope bodies like EDC, to publish an 'Opportunity Notice' on the national Find a Tender (FTS) and "Contracts Finder" portal for all procurement opportunities above a certain value (See Procurement Policy Note (PPN 01/23) for details). The value is currently set at £30,000 (incl. VAT). We must also publish a 'Contract Award Notice' for all procurements above that value.

6.2 FTS and Contracts Finder is a critical part of delivering the UK government's commitments for transparency in procurement and for making it easier and more accessible for smaller businesses and voluntary or charitable organisations to do business with the public sector.

6.3 However, where a Framework or a restricted RFQ process is being used (or a single tender award) by the Corporation, then the requirement to publish (advertise) an 'Opportunity Notice' on FTS/Contracts Finder does not apply. The 'Contract Award Notice' (once the winning supplier has been selected) must be published for all purchases above the set value (currently £30,000 incl. VAT) no matter which Route to Market has been used.

6.4 The Corporation uses the "In-tend" e-procurement portal and this automatically updates FTS/Contracts Finder with the relevant information. **Therefore, all EDC procurements above £30,000 (incl. VAT) must be entered into the "In-Tend" portal**, unless a framework is being used that specifies the use of an alternative procurement portal. The Framework will specify the process for the contract award notification.

- 6.5 To ensure the above happens, all procurements above £30k incl. VAT not using a Framework will be coordinated by the Procurements Team.

7 Contract or T&C's

- 7.1 If the procurement is not using a framework, then the default position is to use EDC's contract. There are two versions:
- 7.2 The Short Form Contract - to be used for less complex procurements, that will typically be fully delivered within 12 months and with a value up to £90k (incl. VAT).
- 7.3 The longer & more comprehensive EDC Standard Contract template should be used for all other procurements.
- 7.4 For procurement levels below £15,000 (incl. VAT) it may be possible (by exception only) to use the suppliers Terms and Conditions instead of EDC's contract. The relevant project SRO or Admin Budget holder will determine whether it is appropriate to use them or not.
- 7.5 For purchases above £15,000 incl. VAT) approval from the CEO to use a suppliers T&C's must be obtained first.

8 Procurement documentation

- 8.1 An effective Procurement exercise is one that secures the required goods, works or services at the best price, as efficiently as possible from both the Corporation as 'buyer' and suppliers' point of view, and requires the following:
- Clear and concise tender documentation in the form prescribed by the EDC procurement method (route to market);
 - Clearly specified EDC requirements (scope / brief);
 - Clear and proportionate submission requirements including information that must be submitted by suppliers, the timescales and process for responding;
 - Clearly stated evaluation criteria i.e. how the Corporation will assess the bids and select the preferred supplier;
 - A good understanding of the supplier market and how to ensure the best value for money can be obtained from that market.
- 8.2 The Procuring Manager is responsible for the preparation of the required documentation and should ensure that it meets the criteria above. The Procurement team will provide advice and guidance as a 'critical friend' to ensure compliance and best practice.
- 8.3 The following are examples of the documents that the Procuring Manager may prepare before sending out any procurement information to potential suppliers:
- **Scope of Service** (Specification / Brief) – it must be clear and concise.

- **RFQ / ITT / Framework** – template(s)
- **Contract** – the template Contract (to be used) must be prepared correctly prior to issue to bidders as part of the tender documentation.
- **Bid Evaluation** - methodology must be prepared with the proposed Price / Quality weightings.
- **Quality Questions** – some quality questions must be drafted, with relevant guidance notes & weightings allocated as required.

9 Procurement Timelines for Supplier responses

- 9.1 The Corporation wishes to ensure that suppliers have a reasonable amount of time to prepare and submit their responses. Apart from exceptional circumstances, we will therefore allow the following minimum time periods between issue of the procurement documentation and deadlines for submissions.

Value of Purchase	Minimum Response Time for Suppliers
For Purchases between £15k - £90k (incl. VAT)	RFQ Process – 2 weeks ITT process – 4 weeks
For Purchases between £90k - £213,476 (incl. VAT)	ITT Process – 4 weeks
For Purchases above £213,477 (incl. VAT) the “Threshold”	Procurements above “The Threshold” tend to be more complex and may involve multiple stages. Procuring Managers must therefore set periods which are in compliance with PCR 2015 regs and are commensurate with the complexity of the tender requirements and allow sufficient time for suppliers to respond appropriately. Procuring Managers must seek the advice of the Procurement Team.

- 9.2 The timelines given to potential suppliers (as part of the procurement documentation issued) must also include a deadline for any clarification queries. Clarifications will be coordinated as follows:

- For procurements up to £30k (incl. VAT) – by the Procuring Manager
- For procurements over £30k (incl VAT) – by the Procurement Team

9.3 Procuring Managers are responsible for ensuring that the correct procedures are followed and that all clarification responses and queries are stored / saved on SharePoint (For procurements up to £30k (incl. VAT)).

9.4 Clarification responses must be made available to all potential suppliers

10 Quality / Price evaluation weighting

10.1 To ensure value for money the 'Price' component of the tender evaluation should never be less than 40% (unless in exceptional circumstances and this to be approved by the CEO), with the balance of the weighting for 'Quality' criteria.

11 Submission and Opening of Supplier responses

11.1 EDC Procurement documentation must specify the details e.g. timescales, format etc to be used by potential suppliers.

11.2 The submissions will be stored as follows:

- For procurements up to £30k (incl. VAT)

These will need to be stored by the Procuring Manger on SharePoint

- For procurements over £30k (incl VAT)

These will be in the portal, locked until the date and time specified for its opening.

11.3 No tender received after the time and date specified for its opening shall be accepted or considered by the Corporation unless the Director of Corporate Services (or CEO) is satisfied that there are exceptional circumstances.

11.4 Financial and General Suitability checks (see section 13) on supplier submissions will be carried out as follows:

- For procurements up to £30k (incl. VAT) – by the Procuring Manager
- For procurements over £30k (incl VAT) – by the Procurement Team

12 Abnormally low bids from suppliers

12.1 Regulation 69 of the Public Contracts Regulations 2015 covers abnormally low tender responses and states that:

“Contracting Authorities shall require tenderers to explain the price or costs proposed in the tender where tenders appear to be abnormally low in relation to the works, supplies or services.”

- 12.2 Authorisation to dismiss a tender on the grounds of it being considered abnormally low must be obtained from the Director of Corporate Services prior to it being formally dismissed.

13 Financial & General Suitability checks of suppliers

- 13.1 Using a Procurement Framework has the benefit that it will have included suitability, financial strength and capacity assessments of suppliers as part of the original set up of the Framework. However, Procuring managers have a responsibility to do some general supplier suitability & vetting checks as part of the evaluation and selection process, regardless of the route to market being used.
- 13.2 Where a Framework is not being used, then the following checks will need to be carried out. This will include the following:
- For procurements between £15,000 incl. VAT and up to £90k (incl. VAT) - The shortened supplier questionnaire version will be used – and be reviewed by the Procuring Manager and the relevant SRO / Budget holder.
 - For procurements over £90k (incl VAT) - The full supplier questionnaire will be used – and be reviewed by the Procurement Team
- 13.3 The Finance Team will carry out the following financial checks (on all values of procurement) on suppliers (where a Framework is not being used)
- Report generated using the Creditsafe platform which RAG rates suppliers financial standing
- 13.4 Following a review of the financial and questionnaire responses, approval to use a new supplier will be confirmed by the Director of Corporate Services.

14 Procurement Evaluation and Award recommendation

- 14.1 The Corporation will adopt an evaluation methodology which is proportionate to value and complexity of the proposed purchase. All evaluations, of any value, must be adequately documented to clearly explain the decision in a transparent manner.
- **For purchases between £15,000 incl. VAT and up to £30k incl. VAT.**
- 14.2 The evaluation exercise will be arranged and carried out by the Procuring Manager (using the relevant EDC templates) and the award recommendation signed off by the SRO and the Director of Corporate Services. Feedback for all suppliers will be gathered (and issued if requested by a supplier) by the Procuring Manager using the relevant EDC template.

14.3 The final result must then be notified to the Procurement Team and the pipeline updated.

- **For purchases between £30,000 incl. VAT and up to £90k incl. VAT**

14.4 Price and Quality evaluation must be done separately. The price evaluation will be conducted by the Finance Team and will not be shared with those carrying out the quality evaluation.

14.5 The evaluation exercise will be arranged and carried out by the Procuring Manager (using the relevant EDC templates) and the award recommendation signed off by the SRO and the Director of Corporate Services.

14.6 Feedback for all suppliers will be gathered by the Procuring Manager using the relevant EDC template. This will then be provided to the Procurement Team for issue to suppliers via the InTend portal and to enable the procurement pipeline to be updated.

14.7 NB - For all contract Awards above £30k incl. VAT the Procuring Manager must collaborate with the Procurement Team to ensure that a Contract Award Notice is published on Contracts Finder / Find a Tender Service (FTS) within 30 days of awarding any Contract.

- **For purchases over £90k incl VAT**

14.8 Price and Quality evaluation must be done separately. The price evaluation will be conducted by the Finance Team and will not be shared with those carrying out the quality evaluation.

14.9 For the quality evaluation, a panel of evaluators, comprising no fewer than 2 staff members, will be arranged by the Procuring Manager. The Procuring Manager needs to ensure the panel has the appropriate skills required to evaluate. The Panel members may therefore need to be from a Directorate different to the Procuring Manager. The panel will independently score the submissions.

14.10 A final moderation meeting will then be convened with all evaluators present, facilitated and chaired by the Procurement Team. At this meeting the scores will be moderated, and an award recommendation made. Feedback for all suppliers will be gathered and then be issued to suppliers by the Procurement Team using the relevant EDC template.

14.11 A formal award recommendation report will then be prepared by the Procurement Team. This recommendation will be approved by the relevant SRO / Budget holder and the Director of Corporate Services. For above threshold spend, the EDC CEO must also approve the award recommendation.

15 Fair and Equal Treatment for All

- 15.1 All procurement processes rely upon fair competition between suppliers. All EDC procurement exercises will follow the UK public procurement principles of 'Equality, Transparency and Fairness'. EDC will take steps to ensure no supplier has, or is perceived to have, an unfair advantage over other suppliers, including during any pre-tender market engagement.
- 15.2 Any conflicts of interests, where known in advance, will need to be considered before commencing any procurement exercise. Please check with the Procurement Team and/or Lead Director / Director of Corporate Services. If necessary, legal advice may be required.
- 15.3 A Conflicts of Interest (Col) template should be included with the documentation sent to suppliers (for over £15k incl. VAT). Col forms should also be sent to the evaluation panel members as standard, prior to starting any evaluation process. This is to ensure that they can declare any conflicts before they receive bid submissions. NB: Bid submissions should not be released until every panel member has returned their Col declaration.

16 Social Value in EDC procurements

- 16.1 The Corporation is committed to obtain Social Value from its procurement activities wherever possible. Social Value will be scored and evaluated in EDC procurement submissions for all procurements greater than £30,000 (incl. VAT). Therefore, a component of the 'quality' element of the evaluation criteria will be allocated to the 'social value' considerations. Each procurement will specify the weighting that will be afforded to the social value aspects, although this is expected to be 10% of the overall procurement weighting.
- 16.2 Following the contract award the winning bidder's social values delivery plan will form an integral part of their Contract (copied into the Scope of Services schedule), to ensure that they can be held accountable for the social value offered as part of their bid.
- 16.3 The supplier will be required to regularly update the social value portal utilised by EDC with their social value data.
- 16.4 Separate guidance is available on how to apply social value within the procurement of goods and services.

17 Environmental Sustainability

- 17.1 The Corporation is committed to sustainable development and as such our procurement arrangements are under continual review to ensure that they support the wider UK Government carbon management policies and approaches.

- 17.2 For major construction and works activities, environmental sustainability will form a key part of the specification and evaluation criteria for the award of contracts, in line with PCR 2015 regulations.
- 17.3 For all procurements over £90,000 incl. VAT, the Corporation will require suppliers to have carbon reduction plans in place and demonstrate a commitment to helping the UK achieve net zero carbon emissions by 2050.

18 Public Sector Equality Duty

- 18.1 The general equality duty on the Corporation also applies to its procurement activities. All procurement should seek to advance and contribute to our equality objectives. Potential equality impacts must be identified as part of project development and attention paid to how goods and services are procured and delivered in order to advance equality.

19 Modern Day Slavery

- 19.1 The Corporation, in line with government policy, is committed to eradicating modern slavery from the domestic and global economy. Modern slavery risks are much higher in some activities than others, and therefore the Corporation has adopted a risk-based approach to our procurement activities and our supply chain. We expect all suppliers as part of our procurement processes, to consider:

- the known risks within each sector/industry;
- work force information;
- supplier base location.

- 19.2 Our standard form of contract includes (as do Framework agreements) terms and conditions which enables us to address risks of modern slavery. We expect all our suppliers to be fully compliant with the Modern Slavery Act 2015, transparent, accountable, and auditable, and free from ethical ambiguities, and that they provide modern slavery training both internally to staff and externally to their contractors and sub-contractors.

20 Use of Single Tender Action (STAs)

- 20.1 The Corporation is committed to achieving value for money through good competition. Therefore, a single tender action (where no competitive procurement exercise over £15,000 incl. VAT has been carried out*) is only to be used in exceptional circumstances.

- 20.2 All STA's must be approved by the CEO (using the STA template) before entering into any agreement with a supplier. The STA template requires a detailed explanation and justification as to why a competitive process is not being used.
- 20.3 All STAs are reported to our Audit, Risk and Assurance Committee (ARAC) who monitor their usage.
- 20.4 * Direct Awards allowable under a specific framework arrangement (see section 4.4) will not be considered as a STA – provided they are fully compliant with the Framework rules / procedures.

21 Investment in a Project by way of Grant

- 21.1 Care must be taken when delivering activity through third parties by way of providing a grant. In some circumstances, this may be deemed to be a procurement by the Corporation thus requiring us to meet the PCR 2015 regulations. Procuring Managers should seek advice from the Procurement Team in the first place, but specialist legal advice may also be required. The risks are higher for high monetary value grants used for works / construction activity.

22 Signing the contract with the successful supplier

- 22.1 Our scheme of delegation states that only the CEO can enter into Contracts on behalf of the Corporation.

23 Contract Management Principles

- 23.1 Contract management is an EDC responsibility. An EDC contract manager will be identified. For Programme spend this will usually be the Project Manager that ordered the goods, works or services. It is the process of systematically and efficiently managing contract delivery whilst maximising financial and operational performance and minimising risk.
- 23.2 Contract management aims to ensure:
- that goods/services/works are delivered as agreed, to the required level of performance and quality standards;
 - that the relationship between EDC and the supplier(s) remains open and constructive, aiming to resolve or ease tensions and identify problems early;

- that formal contract governance is maintained and used to resolve performance issues and drive innovation and continuous improvement;
- that any changes to the Contract are agreed via the appropriate procedures and clearly documented;
- that value for money secured during the procurement process continues to be realised throughout the term of the Contract;
- that social value commitments are being delivered;
- that the management of the Contract is transparent and auditable.

23.3 All EDC Contractual documentation must be stored on the EDC Contracts Register.

23.4 The Corporation has a separate **Contract Management policy**. The Procurement Team will carry out periodic audits to check that Contract Managers are keeping good quality & complete Contract records / documentation.

24 Contract Modifications

24.1 Any proposed modifications to the contract once entered into, need to comply with s.72 of The Public Contracts Regulations 2015 (see Contract Management Policy for further details).

24.2 Contract modifications are changes to the terms agreed by the parties at the date of signing the contract. This could include modifications to the costs or the risk profile of either party. Section 72 sets out the grounds ('safe harbours') for modifications that can be made to awarded public contracts without triggering a requirement to conduct a fresh procurement process.

24.3 Refer to the Contract Management Policy for further detail and seek guidance from the Procurement Team where modifications are likely to be needed.

24.4 To minimise the requirement for modifications, when drafting the scope for any procurement, consideration must be given to the full extent, including price, known scope and length of the contract required, and when an estimated value for the contract is provided – for example in the Award Notice - this should include the estimated costs of all 'core services' and the value of anticipated and potential 'additional service' requirements. The procurement documentation and subsequent form of contract should clearly provide for the 'draw down' of all core and additional services and set out the terms, including price or rates, for the 'drawdown' of those services.

24.5 The relevant SRO or admin budget holder will need to ensure that any proposed modifications are compliant with s.72 before seeking approval from

the CEO.

- 24.6 The CEO is the only person authorised to sign contracts, and therefore also modifications to contracts, on behalf of the Corporation.

25 Managing the EDC Procurement Pipeline

- 25.1 In order to ensure efficient and effective planning for the range of procurements conducted by the Corporation, we will maintain a 'Procurement Pipeline'.
- 25.2 The "pipeline" spreadsheet is administered by the Procurement Team but jointly maintained by the Procuring Managers. It's stored centrally on SharePoint so that all procuring managers can keep it updated with any new and potential procurements.
- 25.3 All procurements above £1,500 incl. VAT contract value will be entered onto the pipeline by the Procuring Manager.

26 Procurement Lessons Learnt

- 26.1 At least annually, EDC will review its procurement activity to see what has worked well and what needs to be done differently in the future.
- 26.2 The lessons learnt exercise will be led by the Director of Corporate Services and may result in adjustment to this and other relevant policies.



Ebbfleet Development Corporation

Contract Management Policy

March 2024

1. Summary

- 1.1. A contract is a legally binding agreement between at least two parties and is governed by Contract Law.
- 1.2. Ebbsfleet Development Corporation (EDC) is a public sector Contracting Authority for procurement purposes and thus must comply with the 2015 Public Contract Regulations (PCR) regulations including those relating to modifications to contracts.
- 1.3. This policy applies to all contracts that the Corporation enters into for the purchase of good and services, whether these relate to Programme or Admin expenditure.
- 1.4. In line with the Procurement Policy, a contract will need to be prepared (using the appropriate Corporation template) by the Procuring Manager and agreed by both parties.
- 1.5. The Contract Management Policy contains the principles, and process description to support EDC staff in managing suppliers and contractors consistently, and compliantly.
- 1.6. The Corporation seeks to ensure that its contracts are effectively managed to offer good service delivery and help support the achievement of 'value for money'.
- 1.7. Ongoing monitoring of contractual arrangements and the EDC relationship with suppliers will be undertaken to support effective supplier management and inform future procurement decisions.
- 1.8. This policy should be read in conjunction with the Procurement Policy which contains procurement principles and aims, and information on steps prior to the contracting stage.
- 1.9. Where there are proposed contractual modifications which may impact on project deliverables, the Corporation's Project Change Control Process should be complied with.
- 1.10. The principles contained within this policy, including monitoring and reporting processes, also apply to **Grant Agreements** that EDC have entered into, as well as contracts for the provision of goods and services.

2. The Contract Manager Role

- 2.1. The Corporation recognises the importance of strong client-supplier relationships and that these are critical to successful service delivery. A relevant member of staff will take on the formal role of Contract Manager within the Corporation, to provide a primary point of contact with the supplier.
- 2.2. The Contract Manager role is typically fulfilled by the Project Manager or SRO that ordered the goods, works or services but may be delegated to a suitable team member.
- 2.3. The Contract Manager is responsible for the process of systematically and efficiently managing contract delivery whilst maximising financial and operational performance and minimising risk.
- 2.4. Effective contract management is critical to the overall success of the Corporation, as such, the Contract Manager is key to ensuring robust supplier performance monitoring and good relationship management.
- 2.5. Directors will oversee any significant contracts and if appropriate, attend performance meetings with the supplier.

3. Key Principles

- 3.1. Contract management aims to ensure:
 - that goods/services/works are delivered as agreed, to the required level of performance and quality standards;
 - that the relationship between EDC and the supplier(s) remains open and constructive, aiming to resolve or ease tensions and identify problems early.
 - that formal contract governance is maintained and used to resolve performance issues and drive innovation and continuous improvement;
 - that any modifications to the contract are agreed via the appropriate procedures and clearly documented;
 - that value for money secured during the procurement process continues to be realised throughout the term of the contract;
 - that social value and sustainability commitments are being delivered;
 - that the management of the contract is transparent and auditable.

4. Entering into a Contract

- 4.1. For all steps prior to the drafting and acceptance of a contract with a chosen supplier, refer to the Procurement Policy.
- 4.2. Once a supplier has been appointed in line with the Procurement Policy, the final form of the contract can be prepared by the Procuring Manager.
- 4.3. Our default position is that the Corporation's standard forms of contract must be used, unless the service is being used through a Framework which stipulates a specific alternative form.
- 4.4. For procurement levels below £15,000 (incl. VAT) it may be acceptable (by exception only) to use the supplier's Terms and Conditions instead of the Corporation's standard contract. The SRO or budget holder must satisfy themselves that there are appropriate grounds to utilise the supplier's Terms and Conditions, and ensure that the T&Cs are acceptable to the Corporation.
- 4.5. For purchases above £15,000 (incl. VAT) approval from the CEO to use a suppliers T&C's must be obtained.
- 4.6. The relevant EDC procurement reference number should be quoted on the contract, and the requisite fields should be completed, including an appropriately detailed description of the services to be delivered by the Supplier. Additional guidance is contained within the EDC contract template to assist users in its completion.
- 4.7. Information from the supplier's procurement response / submission can be used to populate the contract details. **However, great care must be taken to ensure that these do not contradict or conflict with our requirements set out in the original procurement documentation.** The supplier's full tender submission should **not** be appended or included in the final version of the contract. Any terms included will form a binding part of the contract between the Corporation and the Supplier and therefore it is important to ensure the contract has been reviewed thoroughly to ensure that it:
 - accurately reflects the requirements of the Corporation; and
 - does not include any information that does not reflect the requirements of the Corporation, conflicts with our requirements, or would be otherwise disadvantageous to the Corporation.
- 4.8. As part of the service specification, any assurance made by the supplier, for example in relation to Social Value and sustainability commitments, should be included within the contract.

- 4.9. The contract must clearly state the change control procedure for the 'drawdown' of 'in scope' services, and/or modifications.
- 4.10. Once all relevant information has been inserted, the contract is ready to be signed by the parties. The Procuring Manager should issue the prepared contract to the supplier first as they should sign before the Corporation. Once the supplier has signed, the contract should be sent to the Chief Executive for signature by the Corporation.
- 4.11. Our scheme of delegation states that only the CEO can enter into Contracts on behalf of the Corporation.

5. Storage of Contract Documents

- 5.1. Once both parties have signed the contract, then the Procurement Team will retain the signed contract.
- 5.2. All EDC Contractual documentation is stored on the EDC Contracts Register maintained by the EDC Procurements Team.

6. First Supplier / Contract Inception Meeting

- 6.1. An inception meeting between the Contract Manager and other relevant Corporation staff and the supplier should be held once the contract has been signed by both parties.
- 6.2. This meeting must take place before any work commences. An agenda and minutes must be recorded for the inception meeting (and all future contract meetings). Minutes of these meetings must be retained by the appointed Contract Manager in the project file.
- 6.3. This inception meeting must agree, where these matters are not already set out in the contract itself:
 - the personnel who will be involved in the process (from both organisations),
 - determine when / how often regular management meetings will be held to monitor progress,
 - the reporting arrangements between the two organisations and whether formal contract monitoring meetings are also required in addition to the normal management / performance meetings,
 - the responsibility for record keeping of those meetings and the action logs, including reporting on agreed contractual commitments (e.g. social value and sustainability),

- any further detail supporting the agreed change procedures outlined in the Contract,
- the invoicing arrangements.

7. Contract Monitoring Arrangements

- 7.1. Ensuring contractual outcomes are delivered, and costs are controlled is the key objective of the contract monitoring arrangements. The relevant EDC Contract Manager is responsible for ensuring this happens.
- 7.2. A schedule of formal contract monitoring meetings should be determined by the Contract Manager. As a minimum, for complex projects, it is expected that these would take place on a quarterly basis.
- 7.3. All contract monitoring meetings must have agendas, minutes produced promptly from the meeting (and agreed at the next meeting as being accurate / or changes made to them) and an action log of all actions recorded. Minutes and actions must be retained by the appointed Contract Manager in the project file.
- 7.4. Meetings should cover; delivery progress and milestones achieved, future risks and milestones, and financial reporting of costs to date and future forecasts. Commitments made within the contract (such as the EDC social value requirements) should also be monitored.
- 7.5. Contract Managers must ensure that all the relevant contractual reporting information – agendas, minutes of contract review meetings, risk registers, relevant emails and reports are saved within project files in SharePoint.
- 7.6. Where there is a requirement in the contract for the supplier to submit written Monitoring Reports, it is important that the Contract Manager ensures these are received on time according to the contractual requirements and are properly reviewed. The reports provide a means of early identification of issues, and it is important that the Contract Manager deals with them in a timely manner, particularly if they are likely to result in cost increases, delays to time critical events or require variations to the contract.
- 7.7. Suppliers / contractors should be encouraged to notify the Contract Manager swiftly should they identify any issues with meeting the contractual requirements, enabling prompt remedial action.

8. Social Value

- 8.1. Where the contract requires the supplier to provide a social value contribution, this will need to be reviewed regularly. This may involve reviewing the information the supplier has directly put on the Social Value Portal and reviewing any social value delivery plan.
- 8.2. Suppliers are required to add their Social Value measurements directly onto EDC's Social Value Portal on a regular basis.

9. Contract Modifications

- 9.1. Any proposed modifications to the contract once entered into need to comply with s.72 of The Public Contracts Regulations 2015.
- 9.2. Contract modifications are changes to the terms set out in the contract between the parties for the supply of goods and services. This could include modifications to the costs or the risk profile of either party. Section 72 sets out the grounds ('safe harbours') for modifications that can be made to awarded public contracts without triggering a requirement to conduct a fresh procurement process. These are summarised as:

- A) the modifications have been provided for in the initial procurement documents in clear, precise and unequivocal review clauses, which may include price revision clauses or options, provided that such clauses:
 - state the scope and nature of possible modifications or options as well as the conditions under which they may be used, and
 - do not provide for modifications or options that would alter the overall nature of the contract or the framework agreement;
- B) the additional works/supplies/services have become necessary and were not included in the initial procurement, and a change in contractor cannot be made for technical or economic reasons or would involve a significant inconvenience or substantial duplication of costs;
- C) the need for modification of the contract has been brought about by circumstances which could not have been foreseen and which do not alter the overall nature of the contract;
- D) Under certain limited circumstances (please refer to full Regulation) where a new contractor is replacing the one to which the contracting authority had initially awarded the contract;
- E) the modification is not substantial; or
- F) the value of the modification falls below the threshold and is less than 10% of the contract value (for services and suppliers) or less than 15% (for works).

- 9.3. To minimise the requirement for modifications, when drafting the scope for any procurement, consideration must be given to the full extent, including price, known scope and length of the contract required, and when an estimated value for the contract is provided – for example in the Award Notice - this should include the estimated costs of all 'core services' and the value of anticipated and potential 'additional service' requirements. The procurement documentation and subsequent form of contract should clearly provide for the 'draw down' of all core and additional services and set out the terms, including price or rates, for the 'drawdown' of those services.
- 9.4. The Contract Manager and relevant SRO or admin budget holder will need to ensure that any proposed modifications are compliant with s.72 before seeking approval from the CEO. They should seek advice from the Procurement Team, along with legal advice if required.
- 9.5. The Contract Manager must establish the full financial, including whether the modification is affordable within existing Project Approval levels, and programme implications of any proposed contractual modification change before seeking approval for the change.
- 9.6. Approval from the Chief Executive to any contract modification must be sought using the appropriate Contract Modification Approval template.
- 9.7. Once approved, the modification will need to be documented formally and signed by the parties.
- 9.8. Contract modifications pertaining to a Corporation 'project' may need to be logged through the Project Change Control process (see the Governance and Management Framework Project Delivery document). The Change Log should be used to articulate the change requested and assess the impact on agreed project parameters (cost, time, objectives, benefits) for inclusion in the Highlight report as dictated by the Change Control process.

10. Supplier Requests for Information

- 10.1. All requests for information related to the contract are directed to the EDC Contract Manager. The Contract Manager will respond to the supplier's requests for information in a timely manner to avoid unnecessary confusion and delays.

11. Risk Management

- 11.1. The Corporation has Risk Management principles (see the separate Risk Management Strategy document). Carefully managing risks throughout the

lifecycle of the contract will support the Corporation and supplier in identifying and managing any events that may have an adverse effect on the contract and its outcome.

- 11.2. Contractual risks and issues relating to project delivery should be recorded in the Project Toolkit and escalated by way of Highlight Reporting and/or established project governance channels.

12. Health and Safety

- 12.1. Contracts involving construction work will invariably carry health and safety risk. As such, where EDC commission construction work an appropriate contract that identifies the Health and Safety responsibilities and obligations of the various parties shall be implemented.
- 12.2. All qualifying EDC Construction projects will comply with the Construction Design and Management (CDM) 2015 Regulations, which detail the health and safety responsibilities between all parties and the Principal Contractor. Each contract must clearly state how compliance will be achieved and monitored.
- 12.3. Contracts where Health and Safety risks are encountered will be carefully monitored and reviewed by the Contract Manager, to ensure that the appointed contractor(s) have the necessary Health and Safety Plan, relevant to the works, in place.
- 12.4. Any health and safety concerns must be escalated immediately (internally and with the contractor(s)) and if required reported to the Health and Safety Executive (HSE) in line with their guidance. Where there is risk of injury, works should be stopped, reviewed and a safe method of working agreed, adopted and implemented.

13. Contractual Payment(s)

- 13.1. All invoices relating to the contract are to be submitted to the EDC Finance Team by the contractor electronically using the accounts@ebbsfleetdc.org.uk.
- 13.2. All invoices must quote the relevant Purchase Order (PO) number.
- 13.3. Contract Managers will be asked by the Finance Team to review any invoice to ensure that the work has been undertaken and are in line with the contract. If it is in order, then the Contract Manager can approve the invoice for payment.

- 13.4. If the invoice is not in line with the contract, then the Disputes Procedure in the Contract may need to be followed.

Annex A

Modifications (Contractual changes) under the Public Contracts Regulations 2015 (PCR)

Modifications to contracts (including to the price) need to be compliant with Regulation 72 of the PCR.

Regulation 72(1) of the PCR sets out the circumstances in which existing public contracts may be amended without “advertising” a new procurement process. It establishes six ‘safe harbours’ for certain types of amendments. Amendments which fall outside these safe harbours will require a new procurement procedure in accordance with the PCR regulations.

To summarise, the six safe harbours are where:

- a) the modifications have been provided for in the initial procurement documents in clear, precise and unequivocal review clauses;
- b) the additional works/supplies/services have become necessary and were not included in the initial procurement, and a change in contractor cannot be made for technical or economic reasons or would involve a significant inconvenience or substantial duplication of costs;
- c) the need for modification of the contract has been brought about by circumstances which could not have been foreseen and which do not alter the overall nature of the contract;
- d) a new contractor is replacing the one to which the contracting authority had initially awarded the contract;
- e) the modification is not substantial; or
- f) the value of the modification falls below the threshold and is less than 10% of the contract value (for services and suppliers) or less than 15% (for works)

Exceeding the 50% value of the original contract

In relation to both (b) and (c), above, the relevant modification must also not exceed 50% of the value of the original contract.

Where reliance is placed on (b) or (c), it is possible to make several successive modifications, however each modification must not exceed 50% of the value of the original contract.

The Regulations do, however, expressly prohibit the use of this safe harbour where it is being used to circumvent other parts of the Regulations (e.g. to avoid having to re-advertise a contract). EDC should also be mindful that a variance of the price,

although below the 50% threshold, may not satisfy the other conditions of Regulations 72(1)(b) or 72(1)(c) and may therefore not fall within this safe harbour.

It may be possible that the modifications fall within Regulation 72(1)(f) (minor modifications), however EDC should note that each modification justified by reference to Regulation 72(1)(f) should be accumulated to determine whether the overall change to the contract has exceeded the 10%/15% limits specified (i.e. in contrast to (b) or (c) it is not possible to have multiple instances of e.g. +10%).