

Ebbfleet Development Corporation

Board Meeting Part One			
Date of meeting:	8 May 2024	Paper Number:	EDC 024/027
Title of paper	Chief Executive's Part One Update		
Presented by	Ian Piper, EDC CEO		
Sub-committee	NOT APPLICABLE		
Purpose of Paper and Executive Summary			
To provide the Board with an update on a range of strategic matters, not covered in other papers.			
EDC Business Plan and KPIs			
The items covered contribute to the general running and strategic performance of the organisation.			
Recommendation			
FOR INFORMATION			
The Board is asked to NOTE the report.			
Annexes			
Annex A: 2024 Board Effectiveness Survey Results			
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. Business Plan 2024/25

- 2.1. The Business Plan for 24/25 as approved by the Board has been submitted to the Department and we are awaiting approval.

3. 2024 Board Effectiveness Review

- 3.1. The EDC Framework Document requires the Corporation to undertake a review of Board effectiveness each year and for the results to be shared with the DLUHC sponsor team.
- 3.2. In line with Cabinet Office guidance, there is a requirement for an independently-led review every three years, and a detailed independent review took place in 2023. Given the 2023 review was an in-depth review, for 2024 we reverted to an anonymous online survey.
- 3.3. 7 responses (from a possible 10) were received, and the results are set out at **Annex A**. The Board is invited to discuss the results of the survey.

4. 2023 Board Effectiveness Review – Update on Implementation of Recommendations

- 4.1. The 2023 independent review report – which was published and discussed by the Board in July 2023 – included a number of recommendations that the Board agreed to implement. We have reported progress to Board regularly and closed these as they have been completed.
- 4.2. As of 31 January 2023 when last reported to Board there were four recommendations that were still open. An update on each of these is below:

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Recommendations not yet closed	Update
<p>Recommendation 5: <i>Review of the relevant governance documents to take place together with the [implementation of a] document control system.</i></p>	<p>In Progress As we reported to January Board, we have started to review the documents (including – as suggested in the BER report - the EDC Framework Document, Board Terms of Reference/Standing Orders, Committee Terms of Reference documents and Board member T&Cs), and this links to a wider piece of work DLUHC is conducting on reviews of all DLUHC ALBs, including governance arrangements. We are hoping to see the outcome of the DLUHC work soon and can then complete the documentation review. We will return to Board with an update when this work completes. A document control process will be implemented as part of this work.</p>
<p>Recommendation 7(b): <i>We further recommend that all Board papers must commentate on equality implications and where there are major policy issues, stakeholder consultations should be carried out.</i></p>	<p>In Progress Following this recommendation we commenced work to review how we can enhance how we comply with our obligations under the Public Sector Equality Duty (PSED). We have already made changes to key templates, issued guidance to staff and also conducted briefing sessions for the Board, senior managers and all staff. We have included this as a Key Action in our 2024/25 Business Plan and the next stage of this work has commenced; we have engaged an expert in PSED to support us in reviewing our current strategies, systems and processes and following this review we will implement the recommendations.</p>
<p>Recommendation 10: <i>We recommend that the risk map is reviewed in detail once a year at an awayday. The Board should look at its risk appetite annually and look at whether it is achieving the balance between commerciality and social value. This would support the Board in its decision making.</i></p>	<p>Closed It has been agreed that Board will review risk appetite at least once a year at one of the two annual strategic awaydays. The Corporate Risk Register and risk appetite will be discussed in Part II of the May Board meeting.</p>
<p>Recommendation 11: <i>It is recommended that at the (NED) appraisals, the Chair discusses training requirements which can then be picked up by HR Manager.</i></p>	<p>Closed The 2024 survey results include ideas for Board training, and the Chair has recently completed the annual appraisals of NED Board members which included a discussion of development/training. This information will be used to identify future Board member training.</p>

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5. 2024 Staff Survey

- 5.1. The latest all staff survey ran in March. 42 responses were received, and the results have been discussed by the Executive Team and also shared with staff. The survey included questions that have been asked in previous staff surveys and so this enables the tracking of progress over time.
- 5.2. Overall the results are very positive. Highlights include:
- Over 95% of respondents responded positively to the statement ‘I am proud when I tell others I work for EDC’;
 - Over 88% said they would recommend EDC as ‘a great place to work’;
 - 83% of staff said that they ‘strongly agree’ or ‘agree’ with the statement ‘I plan to stay at EDC for the next 12 months’;
 - 83% said that their manager inspires their team to do their best;
 - 85% said that they can talk to people at work about any concerns or issues that are on their mind; and
 - The improvement in the % positive score for the question ‘The Directors Group works well together as one team’ increased by 23% since the last survey.
- 5.3 There were some results which scored less well, including:
- 55% of respondents feel that the teams across EDC work well together;
 - 54% answered positively to the question ‘the Directors’ Group resolves issues quickly’ and 51% to ‘the Directors’ Group is open to new ideas’.
 - Although these results are relatively low compared to others, they are consistent with previous years’ results and provide an indication of possible action areas.
- 5.4 The survey also included some ‘free text’ comments questions that provided indications on where the Corporation should focus improvement actions. The survey results will be a key input to the development of the Corporation’s 2024/25 Organisational Development action plan which will cover our staff development commitments for the year.

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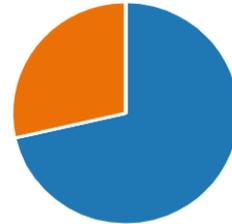
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Annex A: 2024 Board Effectiveness Survey Results

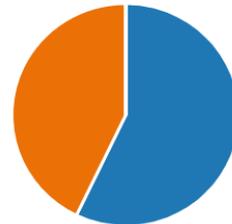
1. The Board has a clear set of objectives for the Corporation

Strongly Agree	5
Agree	2
Neither Agree or Disagree	0
Disagree	0
Strongly Disagree	0



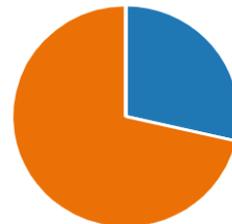
2. The Board has a good understanding of key risks and actions needed to mitigate against these

Strongly Agree	4
Agree	3
Neither Agree or Disagree	0
Disagree	0
Strongly Disagree	0



3. The Board gets early-warning signals of problems ahead that might adversely affect outcomes, and discusses remedial actions

Strongly Agree	2
Agree	5
Neither Agree or Disagree	0
Disagree	0
Strongly Disagree	0



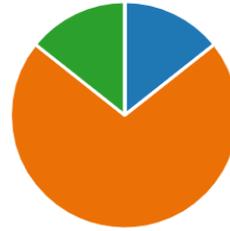
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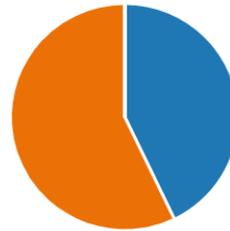
4. The Corporation is in a better position now than it was a year ago

- Strongly Agree 1
- Agree 5
- Neither Agree or Disagree 1
- Disagree 0
- Strongly Disagree 0



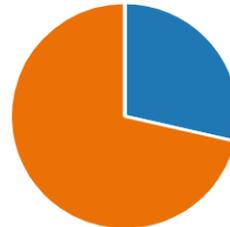
5. Board meetings are productive

- Strongly Agree 3
- Agree 4
- Neither Agree or Disagree 0
- Disagree 0
- Strongly Disagree 0



6. The Board strikes the right balance between examining detail and the strategic significance of proposals

- Strongly Agree 2
- Agree 5
- Neither Agree or Disagree 0
- Disagree 0
- Strongly Disagree 0



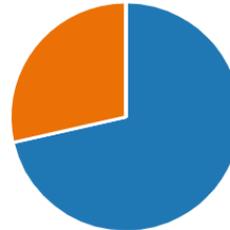
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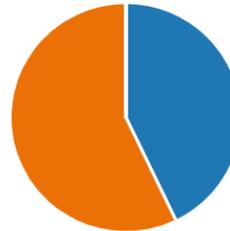
7. The Chair leads meetings well with clear focus on the big issues facing the Corporation and allows full and open debate before decisions are taken

● Strongly Agree	5
● Agree	2
● Neither Agree or Disagree	0
● Disagree	0
● Strongly Disagree	0



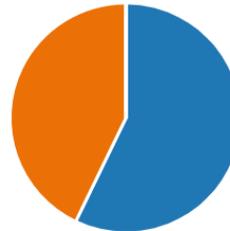
8. There is a governance culture of openness and trust

● Strongly Agree	3
● Agree	4
● Neither Agree or Disagree	0
● Disagree	0
● Strongly Disagree	0



9. All members take collective responsibility for decisions made

● Strongly Agree	4
● Agree	3
● Neither Agree or Disagree	0
● Disagree	0
● Strongly Disagree	0



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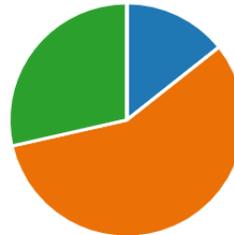
10. It is easy to ask questions, provide constructive challenge and disagree with colleagues if appropriate

● Strongly Agree	6
● Agree	1
● Neither Agree or Disagree	0
● Disagree	0
● Strongly Disagree	0



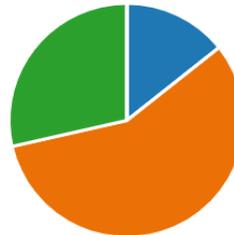
11. The Board has enough diversity of views to encourage debate and facilitate high quality decision making

● Strongly Agree	1
● Agree	4
● Neither Agree or Disagree	2
● Disagree	0
● Strongly Disagree	0



12. The Board has the right balance of formal and informal time together

● Strongly Agree	1
● Agree	4
● Neither Agree or Disagree	2
● Disagree	0
● Strongly Disagree	0



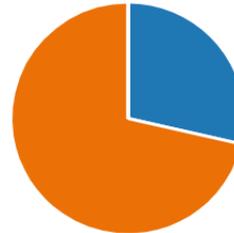
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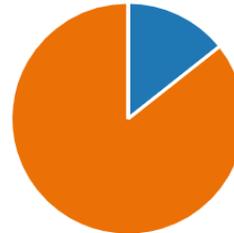
13. There is a good level of interaction (in terms of information flow) between the Board and its Committees

● Strongly Agree	2
● Agree	5
● Neither Agree or Disagree	0
● Disagree	0
● Strongly Disagree	0



14. The Board has the right combination of skills and experience to discharge its duties effectively

● Strongly Agree	1
● Agree	6
● Neither Agree or Disagree	0
● Disagree	0
● Strongly Disagree	0



Q15: Are there any skills gaps you would like to raise or any training/development you believe you or the wider Board would benefit from?

Responses:

- *Not that immediately comes to mind. Although we need to keep abreast of developments in the sustainability/social value space.*
- *EDI training.*
- *More detailed knowledge of the Green Book business case approval process.*
- *The Board is well-balanced with a good blend of skills and experience. We continuously develop and learn from each other.*
- *No.*
- *None that come to mind.*
- *Added diversity required, rather than specific skills.*

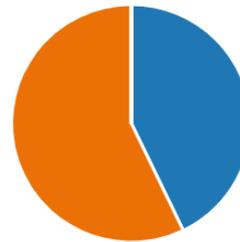
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16. Papers are of good quality – relevant, well presented and with clarity on what is expected of the Board

● Strongly Agree	3
● Agree	4
● Neither Agree or Disagree	0
● Disagree	0
● Strongly Disagree	0



17. There is the right amount of visibility of and interaction with the sponsor Department

● Strongly Agree	1
● Agree	4
● Neither Agree or Disagree	1
● Disagree	1
● Strongly Disagree	0



18. The action and responsiveness of the sponsor Department enables the Board to deliver on its objectives

● Strongly Agree	0
● Agree	3
● Neither Agree or Disagree	3
● Disagree	1
● Strongly Disagree	0



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Q19: Please provide any other comments you may have in relation to EDC Board effectiveness, including how you think Board effectiveness could improve in the future

Responses:

- *I believe the formation of the Investment Panel has been a positive step this year and enables more effective scrutiny of projects during their development lifecycle than would be possible in the main Board meetings.*
- *When the current Board vacancy is filled the objective must be to increase the diversity of representation around the Board table.*
- *It has been pleasing to see the way that the EGCT has developed over the last year with their capability to produce business cases for the future management of garden city assets - we need to make sure that we maintain a good Board level dialogue with the EGCT to make sure ongoing alignment of vision.*
- *In preparation for engagement with a new government later this year we need to think strategically what our 'ask' is for the next spending review period.*
- *More strategic sessions*
- *It may assist if each board member was seen as championing or having a special interest in a particular role of the corporation.*
- *The Board works well, but we are one NED short, and it would be helpful to recruit a replacement to further strengthen our overall capability and capacity.*
- *It would be good to have an 18 month session with the Department on its goals and ambitions for the Garden City-in order to provide a timescale for what does success look like.*
- *Perhaps greater gender / ethnic representation on the board.*
- *Nothing to add.*

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Title of paper	2023-24 Business Plan and KPIs: End of Year Performance Review
Presented by	Ian Piper, Chief Executive
Sub-committee	Not Applicable

Purpose of Paper and Executive Summary
To provide the Board with a report on EDC’s performance in 2023/24 against the priorities and KPI targets set out in the 23/24 Business Plan.
EDC Business Plan and KPIs
This report provides an end of year assessment against the Plan and KPIs.
Recommendation
FOR INFORMATION Board is asked to NOTE the report.
Annexes
Annex A/B – summary of performance against Corporate Priorities and KPI targets

Delegation Not Applicable.
Financial impact The 2023-24 Business Plan reflected EDC’s budget for the year.
Legal impact Not Applicable.
Equalities impact There are no equalities impacts from the specific content of this paper.
Stakeholder impact Stakeholders will be interested in EDC’s performance against the Business Plan. It is proposed that the end of year performance is shared with stakeholders through a number of communications media.
Sponsor impact This report will be shared and discussed at regular Accounting Officer meetings with the DLUHC Senior Sponsor.

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1. Introduction

- 1.1. EDC is required to prepare and publish an annual Business Plan that sets out the Corporation's priorities for the year alongside information on budget and risks. The Corporation's 2023/24 Business Plan was published in April 2024, following approval by our sponsor Department.

2. Business Plan Priorities

- 2.1 Attached at **Annex A** is the performance report that sets out EDC's agreed and published corporate priorities for the year 2023/24 and information on how the Corporation has performed against these areas. For each priority, an assessment of "Met" or "Unmet" is provided.
- 2.2 Overall, the Corporation and our partners have performed well against the priorities. 18 of the priorities assessed have been marked as "Met", with 4 "Unmet".
- 2.3 Significant achievements during the year against our priorities include:
- Significant progress on the Ebbsfleet Central projects, with the Infrastructure Design Team appointed in Q3 and RIBA Stage 1 design process complete.
 - The Full Business Case for the Electricity Infrastructure project was approved by HMT in December 2023.
 - We submitted the planning application for Northfleet Embankment East.
 - We submitted the SOC for Grove Road South to DLUHC.
 - EDC continued to deliver a high-quality planning and design service, and published our Planning Enforcement Plan which was approved by Planning Committee in January 2024.
 - We launched our new website and digital newsletter.
 - We have implemented improvements to our project governance processes.
- 2.4 There were also some priority areas where we did not fully meet our objectives for the year, including:
- We did not submit an updated Business Case for the Fastrack Tunnels project. The work to prepare an updated Business Case was put on hold following confirmation from Kent County Council that they had secured central government funding for improvements to bus infrastructure which could be utilised for this project.

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- We delayed the preparation and submission of the SOC for the Health and Wellbeing Hub as work was required to ensure full strategic alignment with the NHS Integrated Case Board requirements.
- Although significant progress has been made to deliver the new Ebbsfleet Green Community Buildings, with a Full Business Case approved by EDC Board and DLUHC in Q4 we are still finalising the required legal agreements to allow the work to start on site in early 2024/25.

3. Key Performance Indicators (KPIs)

- 3.1. Attached at Annex B is a summary of EDC's performance in 2023/24 against the annual KPI targets set out in the Business Plan.
- 3.2. The Corporation has performed strongly achieving 9 out of 11 targets, including another 'record breaking year' for the number of homes completed.
- 3.3. Highlights include:
- The Corporation exceeded the housing completions target for the year, with 680 completions in total. EDC also met its target for diversified and affordable homes for the year.
 - The target for new parks, open spaces and recreation areas and new/improved dedicated footpaths and cycleways created. This included south of Castle Hill Lake, Alkerden, Ashmere and the second part of Springhead Linear Park.
 - The target for 'private sector investment levered in' was exceeded, as was the target for the proximity of homes to current or future bus/public transport connections.
- 2.5 There were some targets which we did not fully meet this year, including:
- The capital outturn for the year was below target and therefore outside of the 10% tolerance (£5.4m expended against a revised budget of £8m). This was due to project slippage at Ebbsfleet Green and Ebbsfleet Central, and the forecasted activities are now expected to take place in 2024/25.
 - The Resident Satisfaction Survey 2023 was completed in November, and the average response across the four areas chosen to indicate 'community participation' was 56.25%. This was slightly below the target of 60%.

Annex A - 2023/24 Corporate Performance – Quarter 4 (Corporate Priorities)

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

The table below reports on EDC's progress against each of these priorities as at 31st March 2024.

Commitment By the end of March 2024, we will have:	Outcome (as at 31st March 2024)
<p>Progressed the outline planning application for Ebbsfleet Central East toward a determination. Progressed detailed design of the enabling and infrastructure works for the first phase and commenced the preparation of the outline business case for the first phase development platform.</p>	<p>MET</p> <p>Work has continued on the Outline Planning Application, with further engagement undertaken with Statutory Consultees and the LPA to progress key matters. Updated application documents including Environmental Statement information was re-submitted to the LPA in mid-March 24 for re-consultation. The Infrastructure Design Team was appointed in mid Q3 2023/24 and they have now completed the RIBA Stage 1 design process for the enabling and infrastructure works for the first phase. Work on the Outline Business Case (OBC) for the Phase 1 development platform has commenced, including the re-establishment of a Cross Whitehall Group for Ebbsfleet, including representatives from DLUHC, HM Treasury, Department for Transport and the Infrastructure Projects Authority to support the OBC development process.</p>
<p>Completed work with Natural England and other partners to determine the development potential of Ebbsfleet Central West, including the integration of the SSSI - Site of Special Scientific Interest.</p>	<p>MET</p> <p>EDC has held a series of strategic meetings with Natural England to support the capacity study being undertaken on Ebbsfleet Central West. These have set the principles which will guide further design development and feed into how the development potential is assessed and considered and has been presented in the initial capacity study options.</p>

Commitment By the end of March 2024, we will have:	Outcome (as at 31st March 2024)
<p>Prepared the Full Business Case and progressed a planning application toward determination for the Northfleet Embankment East employment project.</p>	<p>MET</p> <p>Following submission of the full planning application, work has focused on engaging with the LPA and Statutory Consultees on the application. Following a third-party review of costs, work to market-test various work packages has now been concluded and work to re-assess the value for money for the scheme has been undertaken ahead of starting the RIBA Stage 4 design stage in support of the work to prepare the Full Business Case.</p>
<p>Prepared and submitted a Strategic Outline Case for a new project at Grove Road (by end Q3).</p>	<p>MET</p> <p>A Strategic Outline Case for the Grove Road project was approved by the EDC Board in January 2024. It has since been submitted to DLUHC and we are awaiting approval.</p>
<p>Prepared and submitted a Strategic Outline Case for a new project at Blue Lake.</p>	<p>MET</p> <p>The development of the Strategic Outline Case (SOC) for the Blue Lake Project was approved by the EDC Board in March 2024 and has been submitted to the Department for approval.</p>
<p>Completed the detailed design work to a specification that will enable the outline business case for the waste water relocation project to be finalised.</p>	<p>MET</p> <p>Following Southern Water's notification in Q2 of a substantial increase in costs from their original outline illustrative estimation, the design for a New Facility (Option A) was halted and an Option B solution, which was based around upgrades to the existing facility, was investigated.</p>

Commitment By the end of March 2024, we will have:	Outcome (as at 31st March 2024)
<p>Completed the re-assessment of the business case for the Fastrack – Bean Tunnels project and finalised any subsequently required legal agreements.</p>	<p>NOT MET</p> <p>The updated Full Business Case has been completed as far as possible, so the first element of this commitment has been achieved. Kent County Council confirmed in Q3 that the £9.5m outstanding funding has been secured from DfT via BSIP2 programme. Updates to the existing legal funding agreements are progressing to reflect this change and to update the overarching agreement. KCC will re-submit for planning in April 2024 and are currently reviewing their tunnel contractor procurement options.</p>
<p>Prepared a business case for additional investment in the electricity supply infrastructure serving Ebbsfleet.</p>	<p>MET</p> <p>The updated Electrical Infrastructure Full Business Case was approved by HMT in December 2023.</p>
<p>Prepared and submitted the Strategic Outline Case for the Health and Wellbeing Hub and further progressed the project to determine an approach to delivery.</p>	<p>NOT MET</p> <p>Due to the need to comprehensively re-visit the proposal to ensure full strategic alignment with the NHS Integrated Care Board requirements and provide adequate assurance regarding the delivery and funding approach, we delayed preparation of the SOC by the end of Q4.</p>
<p>With our partners, started on site delivering the Ebbsfleet Green Community Buildings.</p>	<p>NOT MET</p> <p>Whilst the project has not started on site, significant progress has been made in the last year. The Full Business Case for the project was approved by EDC Board in Q3 and DLUHC in Q4. Redrow have now identified a preferred contractor for the building works, and work continues on finalising the legal agreements associated with the project to enable a start on site in late Q1 / early Q2 2024/25.</p>

Commitment By the end of March 2024, we will have:	Outcome (as at 31st March 2024)
<p>Continued to mobilise the EDC's Environmental Sustainability Action Plan, including publication of our Sustainable Performance Framework and Carbon Management Action Plan (by end Q2) and Natural Capital Plan.</p>	<p>MET</p> <p>All actions identified for this year have been completed. The Decarbonisation Plan and Sustainable Performance Framework were agreed by Board and subsequently published in September. Following agreement with Natural England, work has started to develop and publish an Ebbsfleet Green Infrastructure Strategy which is considered more appropriate than focussing on Natural Capital alone.</p>
<p>Continued to deliver a high-quality planning and design service by engaging in a positive way with developers and landowners during the entire planning and design lifecycle from pre-application to delivery and to ensure our statutory performance targets are met across the year.</p>	<p>MET</p> <p>The statutory performance targets were exceeded in each quarter of the year. Extensive proactive engagement continues to take place with developers and landowners across Ebbsfleet. An updated local validation checklist was published in December and we have liaised with DBC and GBC to review our approach to consultation with them.</p>
<p>Published a Planning Enforcement Plan to provide greater transparency of the EDC's approach to proactively monitoring implementation of planning permissions, investigating alleged cases of unauthorised development and taking action where appropriate.</p>	<p>MET</p> <p>The Planning Enforcement Plan was approved by Planning Committee in January 2024 and was subsequently published.</p>
<p>Continued to engage with local people to understand their ambitions for Ebbsfleet and its surrounding communities, including through a refreshed Community Board (by end Q2) and launch of a residents' satisfaction survey (by end Q3).</p>	<p>MET</p> <p>A programme of community engagement events has taken place during the year including a series of drop-in sessions. The refreshed Community Board first met in September 2023 and the Residents' Satisfaction Survey was concluded in November 2023.</p>

Commitment By the end of March 2024, we will have:	Outcome (as at 31st March 2024)
<p>Built on previous successes to deliver a community-led programme of events, activities and capacity training which reflect local ambitions to be delivered throughout 2023/24.</p>	<p>MET</p> <p>The Fusion Festival took place in July 2023 and the Magical Winter Fair took place in January 2024. A series of 'welcome events' were held during the year, and we supported the delivery of a series of Summer Fayres in partnership with local schools and have had a presence at the Summer and Christmas Fayres delivered by the Ebbsfleet Events Committee.</p>
<p>Continued to deliver a series of programmes focusing on apprenticeships, mentoring, employability and education outreach to reach a minimum of 1500 students and to train at least 40 local residents during the year to prepare them for future job opportunities in Ebbsfleet.</p>	<p>MET</p> <p>Education outreach programmes have taken place during the year by working with the Construction Youth Trust and the Building Future Skills programme. These programmes reached over 2,100 students exceeding the target engagement audience. The Employability Programmes included working with the Princes Trust where 32 residents were involved in the programme; this was slightly below our engagement target. Furthermore, we have recruited 2 Planning apprentices who are undertaking a planning degree at London South Bank University and have matched 5 apprentices with mentors from local businesses who will offer them support and guidance.</p>
<p>Implemented our social value ambitions - benefitting Ebbsfleet residents and neighbouring communities - capturing our impact through the Social Value Portal and Match my Project tools, reporting interim progress.</p>	<p>MET</p> <p>We have implemented our social value ambitions and continue to utilise the Social Value Portal and Match My Project Tools. The first Social Value Report covering activity in 2022 was published. The report highlights that over £20 million in social value and local economic growth was generated in Ebbsfleet to the benefit for residents in Dartford and Gravesham boroughs.</p>
<p>Worked with landowners and partners during the course of the year to further enhance the environmental conditions on the Swanscombe Peninsula and foreshore through, for example, removal of litter and detritus.</p>	<p>MET</p> <p>Following discussions with the landowners, they have, in the first instance, installed new bins across the Peninsula to encourage less discarded rubbish. We will continue to work with them on other initiatives.</p>

Commitment By the end of March 2024, we will have:	Outcome (as at 31st March 2024)
<p>Developed a clear plan for the long-term funding of the Ebbsfleet Garden City Trust (EGCT).</p>	<p>NOT MET</p> <p>This priority has been partially met through the production of a clear strategy for how the Corporation would be able to provide a long term revenue stream to the Trust. The Garden City Trust has been developing their own business plan and we are now working with the them to align their plans with the potential long term revenue generation, the results of which will be considered formally by the Board in 2024/25.</p>
<p>Delivered a new EDC website and launched a new digital newsletter subscription database for residents and stakeholders to sign up to receive news and alerts (both by end Q2).</p>	<p>MET</p> <p>The new website went live at the end of September and a digital newsletter has been disseminated on schedule.</p>
<p>Implemented improvements to, and streamlined, our project governance procedures (by end Q2).</p>	<p>MET</p> <p>The Corporation has undertaken a comprehensive review of its project governance systems and procedures and implemented a number of improvements. The Government's Internal Audit body have reviewed our progress and provided a 'substantial' level of assurance that appropriate progress has been made.</p>

<p>Commitment</p> <p>By the end of March 2024, we will have:</p>	<p>Outcome (as at 31st March 2024)</p>
<p>Continued to build our organisational effectiveness so we are equipped to deliver on our Corporate Plan priorities for 2025, including developing and implementing a new organisation development action plan (from Q1), recruiting to new priority roles throughout the year and embedding effective hybrid working - ensuring equipment and facilities are fit for purpose (by end Q2).</p>	<p>MET</p> <p>The Corporation’s organisational development action plan was finalised in Q1 and achievements during the year included:</p> <ul style="list-style-type: none"> - Implementation of the new performance appraisal system (Apr 2023) - Internal launch of EDC’s work programme to 2025 (May 2023) - Development of the 2023/24 health and wellbeing action plan (May 2023) - Preparation of the EDC 2023-25 Workforce Plan (Sep 2023) - Finalisation of EDC’s first documented approach to learning & development (Feb 2024) - Running of the 2024 Staff Survey (Mar 2024) <p>A very significant period of recruitment has taken place that has resulted in 24 new staff members joining the Corporation (or accepting roles and starting in the next Quarter) since 1st April 2023. This has included two Level 4 Town Planning apprentices.</p> <p>Equipment and Facilities: Staff have been provided with appropriate equipment for home working. EDC’s office facilities were kept under continual review. Additional hot desking was provided in the ground floor office space.</p>

Annex B - 2023/24 Corporate Performance – Quarter 4 (Key Performance Indicators)

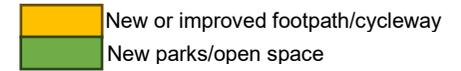
Table 2: Key Performance Indicators			
KPI	Category	2023/24 Measure and Target	Outcome (as at 31st March 2024)
1	Housing Delivery	During the year, EDC will facilitate 580 new home completions.	<p>MET</p> <p>680 new homes have been delivered since 1st April 2023, exceeding the target of 580 homes. This brings the total number of homes in the Ebbsfleet urban development area as of 31st March 2024 to 4,196.</p> <p>The new homes were distributed across the following developments:</p> <ul style="list-style-type: none"> • 113 – Ebbsfleet Green • 118 - Castle Hill • 149 – Cable Wharf • 7 – Lawn Road • 81 – Ashmere • 70 – Alkerden • 102 – Ebbsfleet Cross • 40 – Harbour Village
2	Quality of Homes & Neighbourhoods	100% of homes consented after 1 April 2018 and completed in 2023/24 will achieve Building for a Healthy Life 'green light' assessment.	<p>MET</p> <p>100% of the homes delivered that received planning consent after 1st April 2018 are within housing development schemes that have received the Building for a Healthy Life 'green light' assessment.</p>

Table 2: Key Performance Indicators			
KPI	Category	2023/24 Measure and Target	Outcome (as at 31st March 2024)
3	Diversification of Housing	Completion of at least 15 diversified homes during the year.	MET 21 diversified houses have been completed this year, exceeding the annual target of 15. These consisted of a mix of wheelchair units and custom build homes.
4	Affordable Homes	At least 150 affordable* homes will be delivered during the year.	MET 155 affordable homes were completed during the year, exceeding the target of 150. These were on a range of sites, including the Cable Wharf, Ashmere and Ebbsfleet Cross developments.
5	Commercial & Community Floorspace	At least 500sqm of commercial floorspace will be delivered (calculated as GIA - Gross Internal Area).	MET The retail floorspace at Cable Wharf located at ground floor level within a riverfront apartment block (totalling at 462sqm) is complete but currently unoccupied. The smaller retail unit within this development (92sqm) is complete but currently in use as a marketing suite. This totals at 554sqm of commercial floorspace, therefore exceeding our annual target.

Table 2: Key Performance Indicators			
KPI	Category	2023/24 Measure and Target	Outcome (as at 31st March 2024)
6	Private Sector Investment	In excess of £140m of private sector investment* will be levered in during the year.	<p>MET</p> <p>There was c. £187m of private sector investment levered in 2023/24.</p> <p><i>*This is calculated as Gross Development Value (no. of homes delivered x average sales price) less developer margin of 20% + cost of any commercial floorspace delivered using BCIS cost data. This is derived from the data in KPI 1 and KPI 5.</i></p>
7	New Dedicated Footpaths & Cycleways	At least 3km of new or improved dedicated footpaths and/or cycleways* will be delivered.	<p>MET</p> <p>Approximately 3.135km of new or improved dedicated footpaths and cycleways were delivered in 2023/24, therefore exceeding our target of 3km. These were delivered across the developments, in the following locations:</p> <ul style="list-style-type: none"> • Alkerden (562.5m) • Ashmere (388m) • Cable Wharf (235.5m) • Castle Hill (911m) • Croxton and Garry (197m) • Ebbsfleet Green (181.6m) • Harbour Village (175m) • Springhead Park (485m) <p>Images can be found at Appendix 1.</p>
8	Public Transport Connections	100% of new homes delivered in the year will be within a 5-minute walk of a current or future bus route or other public transport connection.	<p>MET</p> <p>100% of the homes delivered this year are within a 5-minute walking distance of a current or future bus route or other public transport connection.</p>

Table 2: Key Performance Indicators			
KPI	Category	2023/24 Measure and Target	Outcome (as at 31st March 2024)
9	Parks, Open Spaces, and Recreation Areas	At least 3 hectares of new parks, open spaces and recreation areas will be delivered during the year.	<p>MET</p> <p>In 2023/24, 8.63 hectares of parks, open spaces and recreation areas were delivered, therefore exceeding our target of 3 hectares. The split across the developments is as follows:</p> <ul style="list-style-type: none"> • Alkerden (0.44ha) • Ashmere (0.86ha) • Castle Hill (4ha) • Croxton and Garry (0.25ha) • Springhead Park (3.08ha) <p>Images can be found at Appendix 1.</p>
10	<i>Investment in Social and Community Infrastructure</i>	<i>No target set for 2023/24.</i>	<i>N/A</i>
11	Good Financial Management	Annual capital and revenue expenditure remain within budget, with the final year end outturn capital position being within a 10% tolerance of the overall annual capital budget. Investment funds recovered in line with project investment business cases.	<p>NOT MET</p> <p>Revenue expenditure was on target with £6m allocation fully utilised.</p> <p>The final capital outturn for the year (subject to audit) was below target with £5.4m expenditure achieved against a revised budget allocation of £8m. This was due to project slippage at Ebbsfleet Green and Ebbsfleet Central. The forecasted activities are now expected to take place in 2024/25.</p> <p>Funds related to the A2 forward funding project continue to be recovered in line with the Business Case. Two other projects (Electricity investment and Fastrack Tunnels) are forecast to recover funds in future years.</p>

Table 2: Key Performance Indicators			
KPI	Category	2023/24 Measure and Target	Outcome (as at 31 st March 2024)
12	Community Participation	<p>At least 60% of residents of the new neighbourhoods within the urban development area responding to our annual residents' satisfaction survey believe there is a strong sense of community in their neighbourhood, where they feel they belong and are welcome to get involved in community activities.</p> <p>This will be measured through the annual survey, where we will average across four questions:</p> <ul style="list-style-type: none"> - Do you feel there is a sense of belonging in your neighbourhood? - Have you attended an event or activity in Ebbsfleet in the past 12 months? - Do you volunteer? - Do you feel your neighbourhood is a place where people of different backgrounds can get on well together? 	<p>NOT MET</p> <p>The Resident Satisfaction Survey 2023 was completed in November. We had a good response rate from both Ebbsfleet residents and those from surrounding communities which will provide us with a valuable insight into peoples' views.</p> <p>The responses for the individual questions are as follows: -</p> <ul style="list-style-type: none"> - 84% of responders felt there is a sense of belonging in their neighbourhood. - 41% of responders had attended an event or activity in Ebbsfleet in the past 12 months. - 14% of responders volunteer. - 85% of responders felt that their neighbourhood is a place where people of different backgrounds can get on well together. <p>The average across the 4 areas is 56.25% which is slightly below target.</p>



Appendix 1 – Footpaths, cycle ways and open spaces (in relation to KPI 7 and 9).

Alkerden



Ashmere



Cable Wharf



Castle Hill



Croxtan and Garry



Ebbsfleet Green



Harbour Village



Springhead Park



Ebbsfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	8 May 2024	Paper Number:	EDC 024/029
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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 – Press Report

Annex B – Social Media Report

Delegation

Not Applicable

Financial impact

Implementing the projects within Ebbsfleet Development Corporation's Marketing and Communications plan will incur resource spend from the Marketing and Communications budget.

Legal impact

Not Applicable

Equalities impact

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

Ebbsfleet Development Corporation

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Date of meeting:	8 May 2024	Paper Number:	EDC 024/029
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Stakeholder impact

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

Sponsor impact

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

Ebbsfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	8 May 2024	Paper Number:	EDC 024/029
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1. Introduction

- 1.1. This Board paper covers the operational period of April. The period in which press, and social media performance is measured are outlined in the respective papers.
- 1.2. The Accessibility audit, rectification works and retesting is now complete, with the revised Accessibility Statement currently being drafted based on the findings and retests.
- 1.3. Bid evaluation and shortlisted presentations have taken place for Ebbsfleet Central Brand & Visioning procurement, with the preferred bidder now identified. Subject to approvals and signatories, the inception meeting to begin this project will be held early June.
- 1.4. To support the launch of the Green Infrastructure mapping system, we have procured a video production agency to create a video that promotes the online tool and provides a snapshot as to the use benefits for the community. This video will add to the growing bank of video resources used to promote initiatives and life in Ebbsfleet. Works for the video will coincide with the delivery of the mapping resource.
- 1.5. Preliminary soft market conversations have been conducted for Northfleet Embankment East with a view to shaping proactive press and commercial exposure for the site. Findings and progression of this workstream will be fed back alongside relevant development reports.
- 1.6. Planning permission for the Cable Wharf School (Rosherville CofE relocation) has been promoted and picked up positively in local press and social media.
- 1.7. At time of Board, the Sustainable Ebbsfleet pilot campaign is now in week 3 of the challenge, with 8 schools across Ebbsfleet surrounds taking part in the challenge. A number of resources are included in the social media report, below.

2. Website Report

- 2.1 Over the period 27th March – 26th April, 2089 sessions took place, with just over 1k users.
- 2.2 Insights obtained during this period show that organic search drove over 60% of conversions. Organic search results are the unpaid listings that appear on a search

Ebbsfleet Development Corporation

Board Meeting Part One

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engine results page (over 50% were via Google in this instance). Results are based on factors such as relevance to user search query, search engine optimisation and domain authority. Continuing to follow SEO best practices will ensure that we continue to promote EDC's visibility for targeted keywords and increase brand awareness.

- 2.3 The 'Contact Us' form remains in use and to date has received with over 200 entries received since launch of the website in October 2023.
- 2.4 Planning and Design continues to be one of the most frequently visited pages, with approximately one third of visitors to the website using the Planning and Design page. This is closely followed by 'News', 'The Vision' and 'About'.
- 2.5 When comparing against performance from the month of launch (Sept. 2023), we continue to see positive performance against core metrics. We have seen:

- 46.8% new users to the site
- 15.8% increase in returning users
- 30.4% increase in organic search
- 73% increase in direct search
- 21% decline in organic social
- 350% increase in referral

- 2.6 We will continue to monitor performance and review on both monthly and annual basis.

- 2.7 The latest digital newsletter was sent to subscribers, with updates on the Resident Satisfaction Survey findings, Ebbsfleet Community 'drop in' sessions and planning & regeneration updates for Ebbsfleet Garden City. [The newsletter can be viewed here.](#)

[View this email in your browser](#)



EBBSFLEET
NEWSLETTER

In autumn 2023, Ebbsfleet Development Corporation conducted its annual Resident Satisfaction Survey across Ebbsfleet and surrounding areas to find out what residents think about where they live, their local facilities and services and their health and wellbeing/home life.

Over 2,000 responses were received to the survey which could be completed online, in person or via post. Thank you to all who took part and shared your thoughts.

Watch the video below to find out what people said about life in Ebbsfleet!



Read the Resident Satisfaction Survey Report

Ebbsfleet Development Corporation

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3. Press Report

- 3.1. The press report covers March to early April 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. Notable press included coverage of Social Value in Ebbsfleet, consent for Cable Wharf school, record breaking delivery across Ebbsfleet and the Dartford Local Plan.
- 3.4. Coverage overview, alongside performance metric and sentiment, is detailed further in **Annex A**.

4. Social Media Report

- 4.1. This month, Facebook and Instagram are the most frequently utilised platforms across our digital assets.
- 4.2. When reviewing performance across Facebook and Instagram (22/23 FY against 23/24 FY) there is a 147% and 67% reach increase across both platforms respectively.
- 4.3. Over the past year, we have explored the benefits of paid advertising to promote initiatives and community events across social media. Ad trend insights have shown a c.500% increase in reach across Facebook and Instagram with a total amount spent of £170 across the FYs (total). This demonstrates for relatively low cost, paid ads can have significant and positive impact on community engagement and liaison.
- 4.4. We have also focused efforts on increase posts to LinkedIn, including the promotion of job adverts and industry relevant content. In comparison to April 2023, impressions (the number of times posts, updates, or profile have been viewed by other users on the platform) increased from 554 to 6,157.
- 4.5. Performance of the platforms has been further explored in **Annex B**.

5. Recommendations

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

Ebbsfleet Development Corporation

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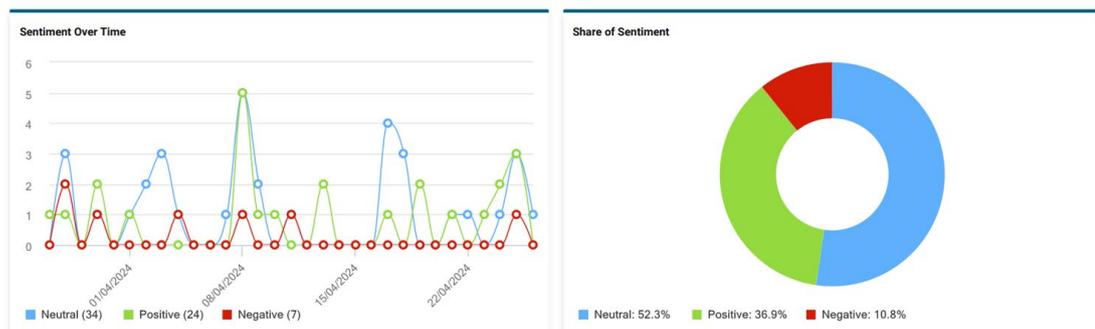
EDC 024-029 Annex B: Press Report

1. Coverage

- 1.1. The press report covers March and April 2024. There were 65 total mentions across Press and Social Media, with a collective reach of 706.1m, largely in part due to the BBC news report. The total publicity value is £162.3k.
- 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. Kent Online: [Ebbsfleet Garden City residents welcome plans for 'promised' education and health facilities at Whitecliffe development.](#)
- 1.5. Building Garden Communities: [Over £20m in Social Value generated in Ebbsfleet](#)
- 1.6. BBC news: [Plans for 12,640 new homes in fast growing borough](#)
- 1.7. Teach Wire: [Gardening in schools – how to fund greener school grounds](#)
- 1.8. Kent Online: [Latest Ebbsfleet Garden City project in Greenhithe could feature 55 shared ownership apartments and social complex The Hub.](#)
- 1.9. Ebbsfleet Garden City: [Planning permission granted for works to begin on new school in Cable Wharf, Northfleet](#)

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.

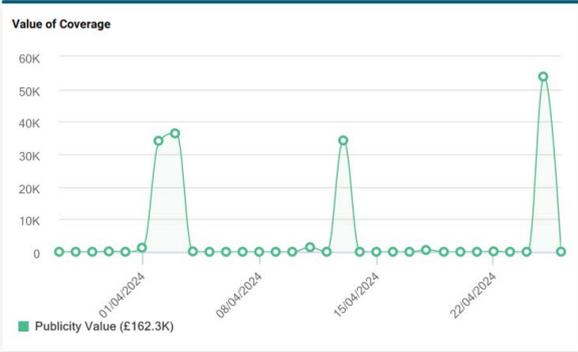
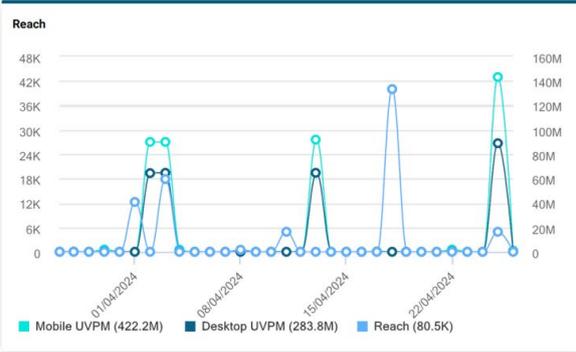
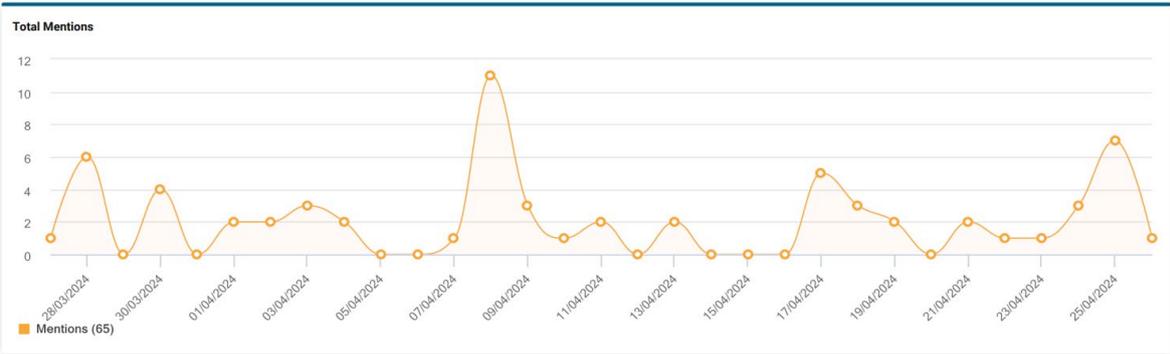
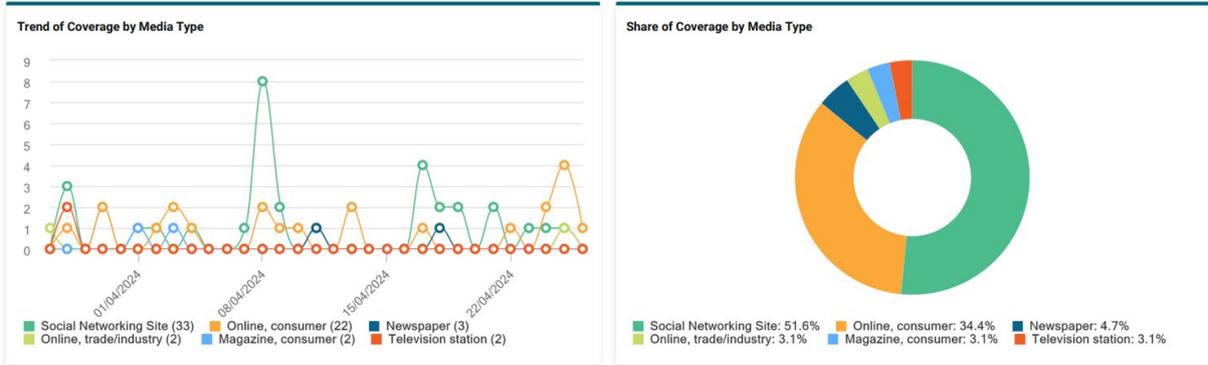


Ebbfleet Development Corporation

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EDC 024-029 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.



Ebbsfleet Development Corporation

Board Meeting Part One

EDC 024/029 Annex B: Social Media Report

1. Facebook

- 1.1. This report covers the period March – April 2024. We worked with partners to showcase several focused content, including Ebbsfleet 'drop in' sessions, Ebbsfleet 'Let's Clean Up The School Run' challenge and African Fusion Festival.



- 1.2. Key metrics for this period include:

- 1.2.1. **9.9k** reach
- 1.2.2. **1.4k** page visits
- 1.2.3. **40** new followers

- 1.3. The top performing content throughout the period ranged from the promotion of construction sector employment opportunities, public consultation on Alkerden Hub and updates to Ebbsfleet residents on Castle Hill sewage works.

Highest reach on a post ⓘ



Facebook post
Calling all 16 to 24 year olds!
Interested in a career in...
15 Feb 2024, 05:44

This post's reach (4,039) is **687%** higher than your median post reach (513) on Facebook.

Highest reactions on a post ⓘ



Facebook post
Public Consultation is now underway
community groups and stakeholders
19 Mar 2024, 01:55

This post received **440%** more reactions (27 reactions) than your median post (5 reactions) on Facebook.

Highest comments on a post ⓘ



Facebook post
An update from Ebbsfleet Development Corporation
regards to the Castle Hill sewage works
30 Jan 2024, 01:39

This post received 25 comments compared to your median post (0 comments) on Facebook.

- 1.4. The Resident Satisfaction Survey Video is now online and has been shared across social media and our website. [It can be viewed online here.](#)

2. Instagram

- 2.1 Instagram has improved performance against November-December metrics, with **900 Instagram reach, 278 profile visits** and **36 new followers**.

- 2.2 Promotion of the African Fusion Festival took place throughout February and March, with content designed by The Creative Exchange. These were the highest performing posts, promoting activity across social networks for the above period.

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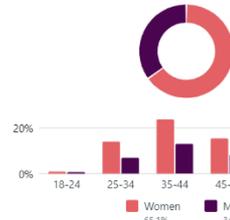
EDC 024/029 Annex B: Social Media Report

2.3 Audience demographics for both Facebook and Instagram are largely similar across both platforms with majority usership from 25-44 age range.

Facebook followers

2,673

Age & gender



Instagram followers

1,602

Age & gender



2.4 Key metrics for this period include:

2.4.1 **876** reach

2.4.2 **280** profile visits

2.4.3 **36** new Instagram followers

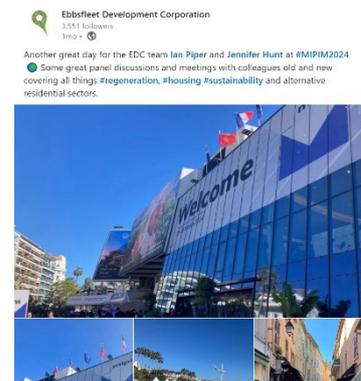
2.5 Whilst Instagram engagement and followers have grown over the previous year, Facebook remains the most popular digital asset to engage with community members, particularly in our ability to reach different neighbourhood groups and provide tailored and relevant messaging. Instagram does, however, provide a forum for more creative and interactive content.

3. LinkedIn

3.1. Performance for the month has been lower in comparison due to the previous period, however there are a number of strong performing posts which demonstrates the value in offering a range of medium when posting.

3.2. The post with highest engagement reported on Social Value in Ebbfleet – with 58 likes and 2005 total views.

3.3. During March we also posted about the team's visit to MIPIM, which had 967 impressions, a 17.3% engagement rate an 14.79% click through rate – and provided an opportunity to engage with our industry network.



Ebbsfleet Development Corporation

Board Meeting Part One

EDC 024/029 Annex B: Social Media Report

- 3.4. Over the reporting period we received 7.9k post impressions, 27 new followers and appeared 340 times in user searches.
- 4. X**
- 4.1. For the reporting period, we generated 6,056 post impressions. The platform continues to be under development with lack of information on post/follower performance provided from the site.
- 4.2. It is unknown if analytics will return for those without a paid subscription, which for organisations, is c.£11,000 per year – which would require a significant use of MarComms budget.
- 4.3. Due to X's inconsistent popularity and global performance, we recommend that resources continue to be invested in platforms that are utilised by stakeholders and support the delivery of messaging. We will therefore continue to post to X, but will report on the post impressions only – which is the only metric available for users on an unpaid plan.
- 4.4. As previously mentioned, we are exploring Threads as an emerging platform, but it is important to note that use will be reviewed after a significant period of posting, to allow for growth of followers and meaningful engagement reports to be made.
- 4.5. Positively, we've already seen a vast number of our partners choose to connect with us (via mentions and tags) over LinkedIn as opposed to X over the past year alone. We expect this trajectory to continue over time and will allow us to continue our strategic engagement with professional stakeholders and partners via LinkedIn as opposed to X.

Ebbsfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	8 May 2024	Paper Number:	EDC 024/030
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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 DECISION

Board is asked to **NOTE** the update and **APPROVE** the Planning Committee Terms of Reference dated May 2024.

Annexes

- Annex A** – Ebbsfleet Delivery Dashboard
- Annex B** – Committee Terms of Reference – Track Changed
- Annex C** - Committee Terms of Reference May 2024

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.

Ebbsfleet Development Corporation

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Date of meeting:	8 May 2024	Paper Number:	EDC 024/030
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Sponsor impact

None

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

- Additional and amended information for the outline planning application was submitted last month and is under review. Various consultee responses have been received, notably the Environment Agency and KCC Highways have removed their previous objections subject to planning obligations. There are ongoing discussions with the applicant regarding planning conditions and obligations, including with the NHS (healthcare) and KCC (education and transport).

Eastern Quarry

- Eastern Quarry: Request for Scoping Opinion under the Environmental Impact Assessment Regulations was submitted in association with prospective s73 application to increase the total number of units by 350 units, reduce the maximum quantum of office space from 120,000m² to 43,000sqm and introduce Use Class C2 (Residential Institutions). Opinion to be issued by 2 May.
- Major Urban Park: Live application for 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. The applicant is currently reviewing feedback from the consultation period.
- Alkerden Parcel 4: Pre-application discussions with Westerhill Homes for 55 affordable homes ongoing including consideration by Design Review Forum 18 April. Further engagement anticipated ahead of submission expected in June/July.
- Alkerden Parcel 3: Two identical applications submitted by Bellway for reserved matters for the erection of 56 dwellings and associated parking, open space and infrastructure. Currently out to consultation.

Northfleet Riverside

- Rosherville Primary School: Approved by Planning Committee in April, expected to open in September 2025.
- Harbour Village: Amended plans for Phase 3A (riverside apartments) and western section of Fastrack submitted and reconsultation is underway.
- Grove Road: Application submitted by Bellway for highway improvements to facilitate the Fastrack route.
- Pre-application discussions taking place on conditions for phase 2 and Bevans Park.

Ebbsfleet Development Corporation

Board Meeting Part		One	
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Date of meeting:	8 May 2024	Paper Number:	EDC 024/030
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- Northfleet Embankment East Employment: Application to be reported to Planning Committee in May.
- Northfleet Embankment West Employment Land: Reconsultation underway for amended proposals at Vineyard Pit/The Triangle site consisting of some open storage.

2. Housing and Delivery

- 2.1 The Ebbsfleet Delivery Dashboard is attached in **Annex A**.
- 2.2 This month we are reporting 160 completions and 24 starts which shows a strong start of the year. The high number of completions was forecast and it is due to the completion of Ashmere Phase 1 and in particular the affordable element of that phase. The other completed homes are from Alkerden and Castle Hill. Taylor Wimpey have now removed the marketing suite from Castle Hill and have started the final homes of their development.

3. Planning Committee Update

- 3.1 In April, a formal meeting of the Planning Committee took place for the consideration of the reserved matters application for Rosherville Primary School. The Committee welcomed the proposals and acknowledged the various changes to the scheme that had taken place in response to feedback. The school is expected to open in September 2025.
- 3.2 This month the Planning Committee will be considering the full application for the development of the Northfleet Embankment East commercial site where EDC is the applicant. The papers for this meeting are available online.
- 3.3 The current live applications which we anticipate will be reported to Planning Committee in due course include:
- Harbour Village Phase 3A
 - Harbour Village Phase 3B
 - Ebbsfleet Central East
 - Rectory Cottage
 - Northfleet Embankment West Employment (2 Applications)
 - Major Urban Park (South)
 - Alkerden Parcel 3 (2 Applications)
- 3.4 A review of the Committee Terms of Reference has taken place and a tracked changed version is included in Annex B. The main change relates to paragraph 3.2 and provides more options in relation to the appointment of independent members.

Ebbsfleet Development Corporation

Board Meeting Part		One	
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3.5 Board are asked to approve the May 2024 Terms of Reference contained in Annex C.

4. Allotments and Community Gardens

4.1 Following the discussion at the last Board meeting we have engaged with the Ebbsfleet Garden City Trust and developers in relation to 2 locations for allotments/community gardens.

Springhead Park

4.2 There is a planning obligation on Countryside Properties (now Vistry Group) to deliver allotments at Springhead Park. The EDC Planning Enforcement Officer has been liaising with Vistry. We understand that the delay in the provision of the allotments is due to a lack of electrical connection and permanent water supply to the site. Vistry is in discussion with EDC and Eastgate concerning the electrical connection and we expect this issue to be resolved very shortly. Vistry are discussing the lack of water supply with Thames Water, as water infrastructure has been installed on the site but no pipework has been installed beneath Springhead Parkway to serve the site. Vistry are awaiting confirmation from Thames Water as to the lead in time to remedy this. In the meantime, Vistry have agreed to provide a temporary water supply to the site which EGCT support in principle. We have confirmed to Vistry that we would like to see a temporary water supply to the site in order for it to open as soon as possible. We will continue to liaise with Vistry on the temporary and permanent works and seek an opening as soon as practical.

Ebbsfleet Green

4.3 The allotments and community garden at Ebbsfleet Green is being delivered by Redrow. It is part funded by a grant from EDC using money received from HMRC associated with the provision of the Inland Border Facility. Redrow have informed us that some works have started on site but the high levels of rainfall over the winter and the lack of appropriate drainage on site has led to the site being too wet to deliver. The EDC Development Monitoring Officer has visited the site to inspect the site conditions and agrees with this assessment. Redrow have confirmed that when the ground dries works will be completed and the transfer to EGCT will take place. We will continue to monitor the site and liaise with Redrow.

5. Dartford Local Plan

5.1 On 22nd April 2024 Dartford Borough Council adopted its new Local Plan. This Plan is relevant when making planning decisions in the urban development area which falls within Dartford. EDC planners will be joining Council planners for a series of training sessions in the coming weeks. Training will also be arranged for Planning Committee.

Ebbsfleet Development Corporation

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- 5.2 The Plan covers the period until 2037 and replaces the previous Core Strategy and Development Management Policies Plan. A series of policy maps have also been adopted by the Council. The Plan is structured around the following areas: -
- Introduction
 - Borough Strategy & Objectives
 - Central Dartford
 - Ebbsfleet and Swanscombe
 - Development Management Policies
 - Implementation and Monitoring
- 5.3 The Plan identifies Ebbsfleet as a 'Place for Change' and enshrines the vision for Ebbsfleet Garden City in policy. It outlines a series of principles that development should accord with and contains site based allocation policies covering Ebbsfleet Central, Alkerden/Ashmere and Land North of London Road.
- 5.4 Ebbsfleet Central is allocated in Policy E4 and covers the developable land around Ebbsfleet Station (Ebbsfleet Central East and Car Park D). The policy is consistent with the current live planning application for Ebbsfleet Central East identifying the role of the site for commercial development, homes, open space and community facilities.
- 5.5 Alkerden/Ashmere is allocated in Policy E5 and supports the delivery of the existing outline planning permission but also provides support for different housing products, including for older people.
- 5.6 The Land North of London Road is covered in Policy E6 and identifies the previously developed land outside of the SSSI as having potential for regeneration. This policy establishes criteria that any proposals should consider rather than including expectations of development capacity. The existing employment area in Manor Way is identified and should be retained for employment uses. Northfleet Industrial Estate is also identified as a retained employment area under a different policy.
- 5.7 Key changes to development management policies include the requirement for 35% affordable housing and a collection of considerations concerning sustainable technology, construction and performance.
- 6. Other Matters**
- 6.1 We are still awaiting a response from the Planning Inspectorate (PINS) in relation to the costs claim for the London Resort DCO.
- 6.2 We have received a statutory consultation from National Grid pursuant to section 42 of the Planning Act 2008 (Duty to Consult) in respect of a proposed

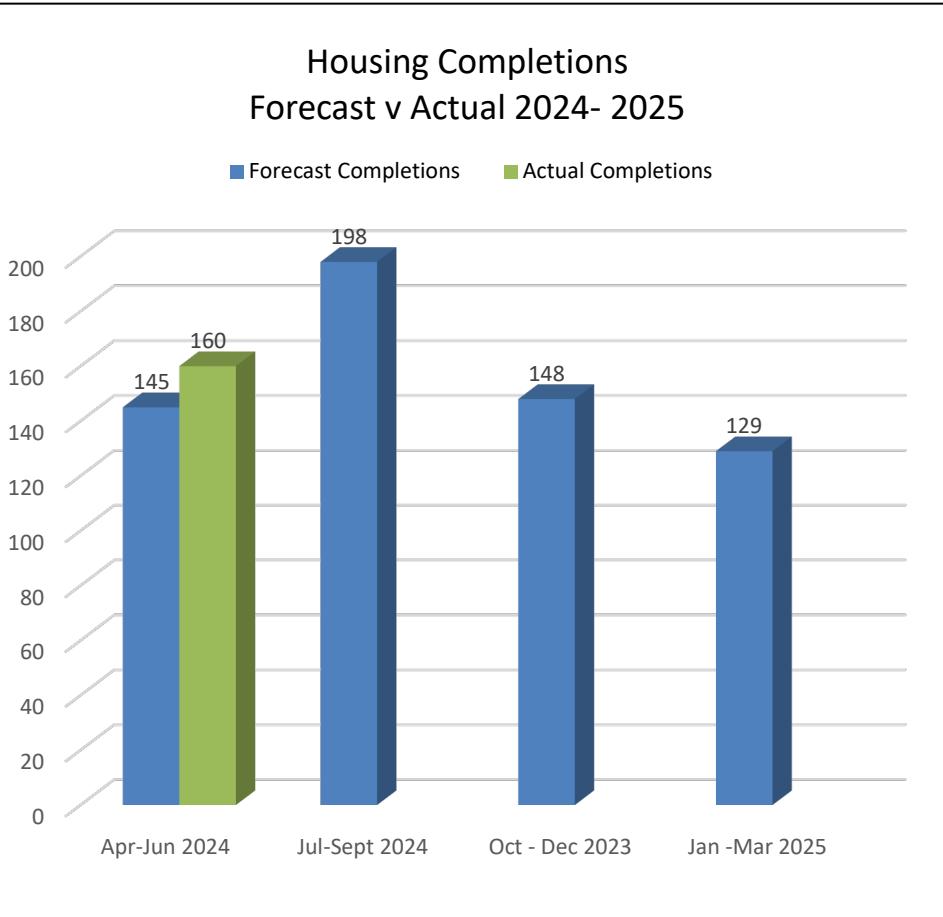
Ebbfleet Development Corporation

Board Meeting Part	One
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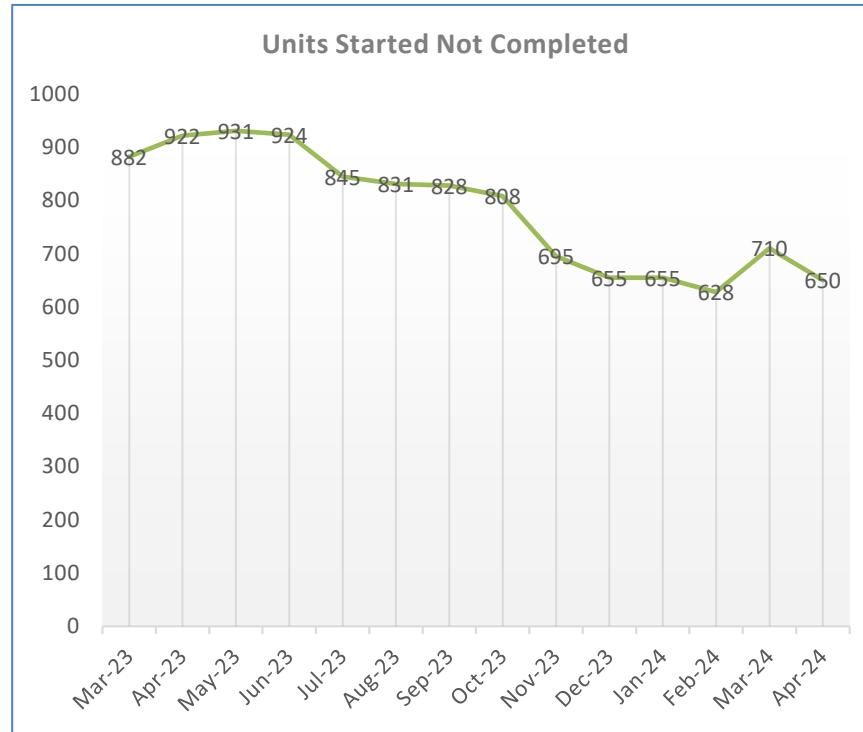
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application for works to upgrade the electricity transmission system in East Anglia between Norwich and Tilbury. The deadline is 18th June 2024.

ANNEX A EBBSFLEET DELIVERY DASHBOARD – 08 MAY 2024



Ebbsfleet Housing Numbers	
Detailed Planning Consent	
5,766	
Housing Completions	
4,356	
Affordable Homes	
1155	
EDC 2024/25 Business Plan Target	
Completions – 620	



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
2024-2025	64	160

Completed Homes Per Site	
Location	No. of Homes
Ebbsfleet Green (Weldon)	857
Castle Hill	1598
Springhead Park	799
Ebbsfleet Cross (Craylands)	100
Ebbsfleet Cross (Croxtan)	122
Cable Wharf	411
Ashmere Village	295
Alkerden Village	113
Alkerden South (Stonehaven)	14
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	↑
Interest Rate/Mortgage Products	Red	▬
Supply Chains for Materials & Build Costs	Amber	↑
Submission of Valid Applications and Revised Plans	Amber	▬
Delays in consultation responses	Amber	▬
Supply of Labour on Site	Green	▬

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

Ebbsfleet Development Corporation

Planning Committee

Terms of Reference and Procedures

1 TERMS OF REFERENCE

- 1.1 To carry out the functions of the Ebbsfleet Development Corporation ([EDC](#)) conferred upon the Development Corporation under The Ebbsfleet Development Corporation (Planning Functions) Order 2015 (SI 2015 No. 748) as provided for within the Scheme of Planning Delegations below.
- 1.2 The Ebbsfleet Development Corporation Planning Committee constitutes a subcommittee of the Ebbsfleet Development Corporation Board as provided for in Section 13 of the 'Terms of Reference: Ebbsfleet Development Corporation Board' (~~dated~~[approved on 20](#) April 2015 [and as amended from time to time](#)).
- 1.3 The Standing Orders to apply to sub-committees as set out in Section 14 of the 'Terms of Reference: Ebbsfleet Development Corporation Board' shall apply to the Planning Committee with the exception of (as allowed for in paragraph 14.1):
- (a) 10.1 resolution in writing
 - (b) 13.4 quorum of committees.

2 PLANNING COMMITTEE DETAILS

- 2.1 The frequency, composition and operation of the Planning Committee shall be as follows:

Ebbsfleet Development Corporation Planning Committee		
Aspect of the Committee	Number/Frequency	Information
Number of Committees	1	To reflect the objective of creating a unified Garden City, the EDC has a single planning committee.
Number of Members	8	Provides for a reasonable balance of membership between EDC Board members, local authority members and 'other' members as well as reflecting the current local planning authority roles and responsibilities within the EDC area, and the size of the EDC Board, whilst not including any person who is a member of staff of EDC.
Chairman/ Vice-Chairman	Each position	Presence of one of these two Members is necessary to reach quorum. The Chairman and Vice Chairman of the Committee should be an EDC Board member.

Board Members	Up to 3 (Not Local Authority representatives)	If a local authority Board Member wishes to sit on the Planning Committee, this would then contribute to the local authority allocation of seats.
Other Members	2	The appointment of 2 'Other Members' to the EDC Planning Committee allows for representation of wider interests, particularly in fields that are relevant and applicable to the creation of the Garden City. These members offer the Committee as wide a range of knowledge and experience as possible.
Local Authority Members	Up to 1 Dartford Borough Council. Up to 1 Gravesham Borough Council. Up to 1 Kent County Council. (1 named substitute for each authority)	This approach reflects the current different roles and responsibilities for the existing authorities and would provide assurance that local views will be represented. The local authority composition is 1 member for each of the Borough Councils, and 1 for Kent County Council. Each authority will be able to nominate a named substitute.
Cycle	<u>Variable Monthly</u>	In general, meetings are scheduled every <u>86</u> weeks over a 12 month period but with the flexibility for any meeting to be cancelled if there is no relevant business to consider or additional ones to be added if there is urgent business. As the items for consideration will be of public interest the meetings normally start at 6pm. EDC seeks to set dates which avoid the days on which the local authorities hold their own Planning Committees.
Quorum	4 voting members (1 Chair or Vice Chair, 1 other Board Members, 2 any other Members)	The Quorum of the Planning Committee is 4. The make-up should minimise the likelihood of a cancellation of the Committee to avoid delays in decision-making. In the case of an equality of votes, the <u>Chairman</u> of the Meeting shall have a second or casting vote (paragraph 8.2 'Terms of Reference: Ebbsfleet Development Corporation').
Public involvement	5 minutes for supporters; 5 minutes for objectors. Members will also be provided with the opportunity to ask questions of speakers as points of clarification in relation to matters raised.	Both supporters and objectors are each given five minutes in total to present to the Committee in order to take account of local interests and views, with the option to extend at the Chair's discretion. Members of the public selected to speak will need to agree to work with the others who may wish to make similar representations. It will be for these individuals to agree their approach, not the EDC. The EDC does not practice a first come first served policy so that opportunity is given for as many people as possible to express their interest. Representatives have the right to speak in support of or against any application in the

	This would not be included within the 5 minute speaking slot. Please refer to the Protocol for Public Speaking below.	absence of representatives of the opposing viewpoint. Follow-up questions as points of clarification from the Committee would not contribute towards the five minutes.
Committee Site Visits	At the discretion of the Planning Committee / Chair.	Site visits may aid the understanding of Planning Committee Members in respect of an application and may be undertaken at the recommendation of EDC officers (subject to the Chair's approval) prior to the relevant Committee meeting, or pursuant to a decision of the Planning Committee to defer a decision pending a site visit to clarify a particular matter or matters. See further below.

3 ROLES AND RESPONSIBILITIES

- 3.1 All members of Planning Committee are required to undertake specific training before sitting on the Committee. The Committee members shall be mindful of the guidance set out in the Planning Advisory Service publication "Probity In Planning – Advice for councillors and officers making planning decisions" and "Openness and transparency on personal interests" published by the Ministry for Housing, Communities and Local Government.
- 3.2 All members of the Planning Committee are expected to attend informal briefings and developer presentations where possible along with annual refresher training.
- 3.3 The appointment of the independent members to the Planning Committee shall be through an accountable recruitment process which shall, on each occasion, be for up to 3 x 3-year terms, unless otherwise agreed by the Secretary of State. An independent member who has reached the maximum term of 3 x 3-years is able to participate in any further accountable recruitment process and could be appointed anew if selected.

4 SCHEME OF PLANNING DELEGATIONS

- 4.1 The Board of the Ebbsfleet Development Corporation (the "Corporation") has delegated the functions conveyed on the Development Corporation under The Ebbsfleet Development Corporation (Planning Functions) Order 2015 (SI 2015 No. 748) to the Planning Committee and Chief Planning Officer as follows:
- (a) delegations to the Planning Committee – relating to town and country planning development management as set out at 4.2 below;
 - (b) delegations to the Chief Planning Officer – relating to town and country planning development management as set out at 4.3 below; and
 - (c) such other delegations as set out at 4.4 below.

4.2 **Delegations to the Planning Committee - relating to Town and Country Planning matters**

- (a) The Board of the Ebbsfleet Development Corporation has delegated to the Planning Committee of the Corporation:
- (i) the functions and responsibilities of the Corporation relating to town and country planning matters as set out in the Ebbsfleet Development Corporation (Planning Functions) Order 2015 (SI 2015 No. 748) (and any legislation amending or replacing the same); and
 - (ii) giving responses concerning or of interest to the Corporation as local planning authority (as statutory or other consultee or otherwise) to any other authority, other body or person on applications, notifications and certificates for which the Corporation is not the decision making authority or which fall outside of the development area as defined in The Ebbsfleet Development Corporation (Establishment) Order 2015 (SI 2015 NO. 747) (and any legislation amending or replacing the same) save in respect of responses on any such matter under this sub-paragraph 4.2(a)(ii) as the Board of Ebbsfleet Development Corporation shall have decided to give in place of the Planning Committee

4.3 **Delegations to the Chief Planning Officer relating to Town and Country Planning matters**

- (a) Except in relation to the functions and responsibilities specified in paragraph 4.3(b) below, the Board of the Corporation has delegated the town and country planning functions and responsibilities of the Corporation to the Chief Planning Officer as set out in parts i) ~~and~~; ii) ~~and~~ ~~iii~~) of this paragraph below. The Chief Planning Officer may authorise any other officer of the Corporation with appropriate planning qualifications and experience to act on his/her behalf in carrying out the functions hereby delegated to him/her, but shall remain fully accountable to the Corporation for the discharge of such functions.
- (i) town and country planning decisions on any town and country planning matter within the powers of the Corporation as set out in the Ebbsfleet Development Corporation (Planning Functions) Order 2015 (SI 2015 No.748); and
 - (ii) giving responses concerning or of interest to the Corporation as local planning authority (as statutory or other consultee or otherwise) to any other authority, other body or person on applications, notifications and certificates for which the Corporation is not the decision making authority or which fall outside of the development area as defined in The Ebbsfleet Development Corporation (Establishment) Order 2015 (SI 2015 No. 747) (and any legislation amending or replacing the same) save in respect of responses on any such matter under this sub-paragraph 4.3(a)(ii) as the Board of Ebbsfleet Development Corporation shall have resolved to give in place of the Planning Committee
- (b) **Exceptions to the Chief Planning Officers' delegations**

The following matters are excepted from the delegation of functions and responsibilities to the Chief Planning Officer set out in paragraph 4.3(a) above:

- (i) application(s) for planning permission including planning applications submitted under Articles 5 or 6 of the Town and Country Planning (Development Management Procedure) (England) Order 2015 (as amended) for major development (as defined therein) made by or on behalf of the Corporation; and
- (ii) planning applications, applications for approval of details submitted pursuant to a condition (including reserved matters applications), and any other application made to the Corporation as local planning authority, which a Planning Committee Member has requested in writing, with planning reasons, to the Chief Planning Officer (within 21 days of the notification of receipt of the application by the Corporation as local planning authority) should be determined by the Corporation's Planning Committee; and
- (iii) applications for planning permission and applications for approval of details submitted pursuant to a condition (including reserved matters applications), made by officers of the Corporation, EDC Board Members or members of the EDC Planning Committee or any close relation thereof (as defined in section 28(10) Localism Act 2011); and
- (iv) planning application(s), and application(s) for approval of details submitted pursuant to a condition (including reserved matters applications) and any other application(s) made to the Corporation as local planning authority which in the opinion of the Chief Planning Officer:
 - (A) is/are of a significant or potentially contentious nature;
 - (B) has/have received significant objections and the application is recommended for approval or have received significant support and the application is recommended for refusal; or
 - (C) propose development which involves a significant departure from the adopted Development Plan (which would be required to be subject to notification to the Secretary of State) where it is proposed to approve the application;
- (v) any matter, which, in the opinion of the Chief Planning Officer in terms of its impact on the purposes, functions or responsibilities of the Corporation should be referred to the Corporation's Planning Committee for consideration;
- (vi) the signing of planning obligations on behalf of the Ebbsfleet Development Corporation (the same falling to the Chief Executive or in his/her absence the Director of Corporate Services).

4.4 **Other delegated matters**

- (a) Subject to consideration of financial delegations and the exceptions set out in subparagraph (b) below, the Board of the Corporation has delegated to the Chief Planning Officer, the authority to give responses concerning or of interest to the Corporation as

local planning authority (as statutory or other consultee or otherwise) to any other authority, other body or person on:

- (i) new or amended town and country planning legislation, policies, guidance, plans, frameworks or strategies, and consultations or proposals in respect of the same; and
 - (ii) local plan and supplementary planning consultation documents for the Boroughs of Gravesham and Dartford and Kent County Council and/or neighbouring authorities.
- (b) The delegation in sub-paragraph (a) above shall not apply in relation to:
- (i) responses to consultations which a Corporation Board Member considers should be agreed by the Corporation's Board; and
 - (ii) consultations on matters which in the opinion of the Chief Planning Officer:
 - (A) are of a significant or potentially contentious nature;
 - (B) impact on the purposes, functions or responsibilities of the Corporation that they should be referred to the Corporation's Board for consideration.

5 PROTOCOL FOR PUBLIC SPEAKING AT PLANNING COMMITTEE

- 5.1 Public representations can be made to the Ebbsfleet Development Corporation (EDC) Planning Committee in relation to those planning matters that it determines. The EDC Planning Committee is a meeting to which the public have access. The purpose of the committee is for the committee members to debate and decide the matters on the agenda. The EDC invitation to speak at its Planning Committee provides an opportunity for members of the public, organisations and landowners/developers to directly address the committee on planning related matters of interest/concern to them.
- 5.2 All aspects of public speaking at the EDC Planning Committee meetings are subject to the discretion of the Planning Committee Chair. Normally, a maximum of ten minutes in total is allocated for those wishing to speak on each planning application or related matter on the agenda (with a maximum of five minutes for those in support and five minutes for those against). This time includes speaking by an applicant and/or their agent. Multiple agenda items related to a single site may be considered as a single matter, and in such cases public speakers may only address the committee once, regardless of how many agenda items the matter comprises.
- 5.3 Public speaking only applies to items that are on the agenda of the meeting for which a request to speak has been made. The Planning Committee will only hear oral submissions and no new information, photographs or additional written material will be accepted as part of any public speaking.

- 5.4 To speak at an EDC Planning Committee the speaker should normally have made written representations on the planning matter in question. Notification of a wish to speak must be made no later than 12 noon on the date falling two working days before the date of the planning committee. A speaker may nominate a representative to speak on their behalf.
- 5.5 The people who can speak at the Planning Committee, and the order in which they will be invited to speak, are:
- (a) those who are opposing the application; followed by
 - (b) those who are supporting the application. This includes the applicant or its agents, who have the right of reply to any points made.
- 5.6 If more than one individual or representative wishes to speak, they will be required to agree amongst themselves how the time will be allocated and/or who should speak on their behalf. The Chair may use his/her discretion to increase the amount of time people may speak.
- 5.7 Speakers have the right to speak in support of or against any application in the absence of representatives of the opposing viewpoint.
- 5.8 Upon making a request to speak, speakers must provide:
- (a) their name, and daytime telephone number (and email address, if available);
 - (b) the application number and details of the proposed development to which it refers or details of the other matters;
 - (c) confirmation of whether the speaker is in support of or against an application or other matter;
 - (d) confirmation of whether the speaker is representing themselves or anyone else; and
 - (e) confirmation that the EDC can provide the speakers details to other people also wishing to speak so that agreement can be made regarding the apportionment of the allocated time.
- 5.9 In the event that the speaker is unable to attend the planning committee meeting they may nominate a substitute. Notification should be no later than 4.00pm on the working day immediately before the day on which the Planning Committee meeting is due to be held.
- 5.10 At the Committee the Chair will ask the appropriate officer to introduce and, if necessary, update the report relating to the relevant agenda item. The speaker/s will then be asked to address the Committee about the proposal or matter in question.
- 5.11 The Committee will listen to what the speaker says, but will not debate the speaker/s opinions with them. The Committee may, however, at the end of each five minute speaking slot, ask questions of a speaker as matters of clarification in relation to comments they have

made. For clarification, any questions asked will sit outside of the allocated speaking time. Questions from Committee Members will be addressed through the Chair of the Committee.

- 5.12 Speakers should not discuss matters relating to the applicant's past behaviour, nor speculate about what the speaker thinks their possible future intentions may be.
- 5.13 The speaker may not discuss boundary disputes, covenants, reduction in property values or matters dealt with by other law (e.g. licensing).
- 5.14 After public speaking is complete, the Planning Committee will consider the application or other matter. This will normally be debated in public but there will be no further opportunities for non-committee members to speak.

6 SITE VISITS

- 6.1 Site visits may be undertaken by the Planning Committee for the sole purpose of better informing Committee Members of the application site, its context and surroundings, and the proposal and its potential effects. In general it is expected that sufficient information will be capable of being provided by Officers who have visited the application site and whose reporting would allow a detailed consideration of the proposal by Committee Members, and a determination of it by them in the formal Committee meeting.
- 6.2 Site visits however may be considered necessary where:
 - (a) applications propose development which may have a significant impact on their surroundings which would be important for Committee Members to understand in the proper context; or
 - (b) applications have, after debate at a formal Committee meeting, left members undecided on a particular issue or issues in respect of the proposal and where a greater understanding of those matters would assist in reaching a decision.
- 6.3 Any Member of the Planning Committee may make a request to the Chair of the Planning Committee that a site visit be held and Officers may recommend to the Chair that a site visit is necessary, particularly on larger-scale or complex developments where Committee Members would likely benefit from visiting the site.
- 6.4 The decision as to whether a site visit should or should not be held in a particular case is at the discretion of the Chair of the Planning Committee however the Planning Committee may decide when debating an application to defer its decision pending a site visit in order to clarify a particular issue or issues raised by the proposal.
- 6.5 Site visits undertaken in any situation are limited to Members of the Planning Committee only, along with EDC officers and advisors as required. Members of the public and applicants are not invited to Committee site visits, save to the extent as absolutely necessary in order to provide access to the site or premises. Applicants, agents, objectors or other parties (as relevant) will be contacted by EDC officers to arrange the necessary access at a convenient and agreed time but shall otherwise not be invited to take part in the site visit. EDC officers and advisors will attend the site visit along with Committee Members as required and will seek to

ensure that uninvited parties do not accompany Members on the site visit and that such persons do not make representations to Members during the visit.

- 6.6 Planning Committee Members will not debate the merits of the proposal at the site visit and no decisions will be made or indicated in any way during the visit. Members may ask questions for the purposes of clarification in respect of the proposal, the application site or its surroundings. The non-attendance by any Committee Member at a site visit shall not prohibit or limit the ability of such a Member from fully participating in the formal Committee Meeting at which the application is considered.

Ebbsfleet Development Corporation

Planning Committee

Terms of Reference and Procedures

1 TERMS OF REFERENCE

- 1.1 To carry out the functions of the Ebbsfleet Development Corporation (EDC) conferred upon the Development Corporation under The Ebbsfleet Development Corporation (Planning Functions) Order 2015 (SI 2015 No. 748) as provided for within the Scheme of Planning Delegations below.
- 1.2 The Ebbsfleet Development Corporation Planning Committee constitutes a subcommittee of the Ebbsfleet Development Corporation Board as provided for in Section 13 of the 'Terms of Reference: Ebbsfleet Development Corporation Board' (dated 20 April 2015 and as amended from time to time).
- 1.3 The Standing Orders to apply to sub-committees as set out in Section 14 of the 'Terms of Reference: Ebbsfleet Development Corporation Board' shall apply to the Planning Committee with the exception of (as allowed for in paragraph 14.1):
- (a) 10.1 resolution in writing
 - (b) 13.4 quorum of committees.

2 PLANNING COMMITTEE DETAILS

- 2.1 The frequency, composition and operation of the Planning Committee shall be as follows:

Ebbsfleet Development Corporation Planning Committee		
Aspect of the Committee	Number/Frequency	Information
Number of Committees	1	To reflect the objective of creating a unified Garden City, the EDC has a single planning committee.
Number of Members	8	Provides for a reasonable balance of membership between EDC Board members, local authority members and 'other' members as well as reflecting the current local planning authority roles and responsibilities within the EDC area, and the size of the EDC Board, whilst not including any person who is a member of staff of EDC.
Chair/ Vice-Chair	Each position	Presence of one of these two Members is necessary to reach quorum. The Chair and Vice Chair of the Committee should be an EDC Board member.

Board Members	Up to 3 (Not Local Authority representatives)	If a local authority Board Member wishes to sit on the Planning Committee, this would then contribute to the local authority allocation of seats.
Other Members	2	The appointment of 2 'Other Members' to the EDC Planning Committee allows for representation of wider interests, particularly in fields that are relevant and applicable to the creation of the Garden City. These members offer the Committee as wide a range of knowledge and experience as possible.
Local Authority Members	Up to 1 Dartford Borough Council. Up to 1 Gravesham Borough Council. Up to 1 Kent County Council. (1 named substitute for each authority)	This approach reflects the current different roles and responsibilities for the existing authorities and would provide assurance that local views will be represented. The local authority composition is 1 member for each of the Borough Councils, and 1 for Kent County Council. Each authority will be able to nominate a named substitute.
Cycle	Variable	In general, meetings are scheduled every 8 weeks over a 12 month period but with the flexibility for any meeting to be cancelled if there is no relevant business to consider or additional ones to be added if there is urgent business. As the items for consideration will be of public interest the meetings normally start at 6pm. EDC seeks to set dates which avoid the days on which the local authorities hold their own Planning Committees.
Quorum	4 voting members (1 Chair or Vice Chair, 1 other Board Members, 2 any other Members)	The Quorum of the Planning Committee is 4. The make-up should minimise the likelihood of a cancellation of the Committee to avoid delays in decision-making. In the case of an equality of votes, the Chair of the Meeting shall have a second or casting vote (paragraph 8.2 'Terms of Reference: Ebbsfleet Development Corporation').
Public involvement	5 minutes for supporters; 5 minutes for objectors. Members will also be provided with the opportunity to ask questions of speakers as points of clarification in relation to matters raised.	Both supporters and objectors are each given five minutes in total to present to the Committee in order to take account of local interests and views, with the option to extend at the Chair's discretion. Members of the public selected to speak will need to agree to work with the others who may wish to make similar representations. It will be for these individuals to agree their approach, not the EDC. The EDC does not practice a first come first served policy so that opportunity is given for as many people as possible to express their interest. Representatives have the right to speak in support of or against any application in the

	This would not be included within the 5 minute speaking slot. Please refer to the Protocol for Public Speaking below.	absence of representatives of the opposing viewpoint. Follow-up questions as points of clarification from the Committee would not contribute towards the five minutes.
Committee Site Visits	At the discretion of the Planning Committee / Chair.	Site visits may aid the understanding of Planning Committee Members in respect of an application and may be undertaken at the recommendation of EDC officers (subject to the Chair's approval) prior to the relevant Committee meeting, or pursuant to a decision of the Planning Committee to defer a decision pending a site visit to clarify a particular matter or matters. See further below.

3 ROLES AND RESPONSIBILITIES

- 3.1 All members of Planning Committee are required to undertake specific training before sitting on the Committee. The Committee members shall be mindful of the guidance set out in the Planning Advisory Service publication "Probity In Planning – Advice for councillors and officers making planning decisions" and "Openness and transparency on personal interests" published by the Ministry for Housing, Communities and Local Government.
- 3.2 All members of the Planning Committee are expected to attend informal briefings and developer presentations where possible along with annual refresher training.
- 3.3 The appointment of the independent members to the Planning Committee shall be through an accountable recruitment process which shall, on each occasion, be for up to 3 x 3-year terms, unless otherwise agreed by the Secretary of State. An independent member who has reached the maximum term of 3 x 3-years is able to participate in any further accountable recruitment process and could be appointed anew if selected.

4 SCHEME OF PLANNING DELEGATIONS

- 4.1 The Board of the Ebbsfleet Development Corporation (the "Corporation") has delegated the functions conveyed on the Development Corporation under The Ebbsfleet Development Corporation (Planning Functions) Order 2015 (SI 2015 No. 748) to the Planning Committee and Chief Planning Officer as follows:
- (a) delegations to the Planning Committee – relating to town and country planning development management as set out at 4.2 below;
 - (b) delegations to the Chief Planning Officer – relating to town and country planning development management as set out at 4.3 below; and
 - (c) such other delegations as set out at 4.4 below.

4.2 **Delegations to the Planning Committee - relating to Town and Country Planning matters**

- (a) The Board of the Ebbsfleet Development Corporation has delegated to the Planning Committee of the Corporation:
- (i) the functions and responsibilities of the Corporation relating to town and country planning matters as set out in the Ebbsfleet Development Corporation (Planning Functions) Order 2015 (SI 2015 No. 748) (and any legislation amending or replacing the same); and
 - (ii) giving responses concerning or of interest to the Corporation as local planning authority (as statutory or other consultee or otherwise) to any other authority, other body or person on applications, notifications and certificates for which the Corporation is not the decision making authority or which fall outside of the development area as defined in The Ebbsfleet Development Corporation (Establishment) Order 2015 (SI 2015 No. 747) (and any legislation amending or replacing the same) save in respect of responses on any such matter under this sub-paragraph 4.2(a)(ii) as the Board of Ebbsfleet Development Corporation shall have decided to give in place of the Planning Committee

4.3 **Delegations to the Chief Planning Officer relating to Town and Country Planning matters**

- (a) Except in relation to the functions and responsibilities specified in paragraph 4.3(b) below, the Board of the Corporation has delegated the town and country planning functions and responsibilities of the Corporation to the Chief Planning Officer as set out in parts i) and ii) of this paragraph below. The Chief Planning Officer may authorise any other officer of the Corporation with appropriate planning qualifications and experience to act on his/her behalf in carrying out the functions hereby delegated to him/her, but shall remain fully accountable to the Corporation for the discharge of such functions.
- (i) town and country planning decisions on any town and country planning matter within the powers of the Corporation as set out in the Ebbsfleet Development Corporation (Planning Functions) Order 2015 (SI 2015 No.748); and
 - (ii) giving responses concerning or of interest to the Corporation as local planning authority (as statutory or other consultee or otherwise) to any other authority, other body or person on applications, notifications and certificates for which the Corporation is not the decision making authority or which fall outside of the development area as defined in The Ebbsfleet Development Corporation (Establishment) Order 2015 (SI 2015 No. 747) (and any legislation amending or replacing the same) save in respect of responses on any such matter under this sub-paragraph 4.3(a)(ii) as the Board of Ebbsfleet Development Corporation shall have resolved to give in place of the Planning Committee
- (b) **Exceptions to the Chief Planning Officers' delegations**

The following matters are excepted from the delegation of functions and responsibilities to the Chief Planning Officer set out in paragraph 4.3(a) above:

- (i) application(s) for planning permission including planning applications submitted under Articles 5 or 6 of the Town and Country Planning (Development Management Procedure) (England) Order 2015 (as amended) for major development (as defined therein) made by or on behalf of the Corporation; and
- (ii) planning applications, applications for approval of details submitted pursuant to a condition (including reserved matters applications), and any other application made to the Corporation as local planning authority, which a Planning Committee Member has requested in writing, with planning reasons, to the Chief Planning Officer (within 21 days of the notification of receipt of the application by the Corporation as local planning authority) should be determined by the Corporation's Planning Committee; and
- (iii) applications for planning permission and applications for approval of details submitted pursuant to a condition (including reserved matters applications), made by officers of the Corporation, EDC Board Members or members of the EDC Planning Committee or any close relation thereof (as defined in section 28(10) Localism Act 2011); and
- (iv) planning application(s), and application(s) for approval of details submitted pursuant to a condition (including reserved matters applications) and any other application(s) made to the Corporation as local planning authority which in the opinion of the Chief Planning Officer:
 - (A) is/are of a significant or potentially contentious nature;
 - (B) has/have received significant objections and the application is recommended for approval or have received significant support and the application is recommended for refusal; or
 - (C) propose development which involves a significant departure from the adopted Development Plan (which would be required to be subject to notification to the Secretary of State) where it is proposed to approve the application;
- (v) any matter, which, in the opinion of the Chief Planning Officer in terms of its impact on the purposes, functions or responsibilities of the Corporation should be referred to the Corporation's Planning Committee for consideration;
- (vi) the signing of planning obligations on behalf of the Ebbsfleet Development Corporation (the same falling to the Chief Executive or in his/her absence the Director of Corporate Services).

4.4 **Other delegated matters**

- (a) Subject to consideration of financial delegations and the exceptions set out in subparagraph (b) below, the Board of the Corporation has delegated to the Chief Planning Officer, the authority to give responses concerning or of interest to the Corporation as

local planning authority (as statutory or other consultee or otherwise) to any other authority, other body or person on:

- (i) new or amended town and country planning legislation, policies, guidance, plans, frameworks or strategies, and consultations or proposals in respect of the same; and
 - (ii) local plan and supplementary planning consultation documents for the Boroughs of Gravesham and Dartford and Kent County Council and/or neighbouring authorities.
- (b) The delegation in sub-paragraph (a) above shall not apply in relation to:
- (i) responses to consultations which a Corporation Board Member considers should be agreed by the Corporation's Board; and
 - (ii) consultations on matters which in the opinion of the Chief Planning Officer:
 - (A) are of a significant or potentially contentious nature;
 - (B) impact on the purposes, functions or responsibilities of the Corporation that they should be referred to the Corporation's Board for consideration.

5 PROTOCOL FOR PUBLIC SPEAKING AT PLANNING COMMITTEE

- 5.1 Public representations can be made to the Ebbsfleet Development Corporation (EDC) Planning Committee in relation to those planning matters that it determines. The EDC Planning Committee is a meeting to which the public have access. The purpose of the committee is for the committee members to debate and decide the matters on the agenda. The EDC invitation to speak at its Planning Committee provides an opportunity for members of the public, organisations and landowners/developers to directly address the committee on planning related matters of interest/concern to them.
- 5.2 All aspects of public speaking at the EDC Planning Committee meetings are subject to the discretion of the Planning Committee Chair. Normally, a maximum of ten minutes in total is allocated for those wishing to speak on each planning application or related matter on the agenda (with a maximum of five minutes for those in support and five minutes for those against). This time includes speaking by an applicant and/or their agent. Multiple agenda items related to a single site may be considered as a single matter, and in such cases public speakers may only address the committee once, regardless of how many agenda items the matter comprises.
- 5.3 Public speaking only applies to items that are on the agenda of the meeting for which a request to speak has been made. The Planning Committee will only hear oral submissions and no new information, photographs or additional written material will be accepted as part of any public speaking.

- 5.4 To speak at an EDC Planning Committee the speaker should normally have made written representations on the planning matter in question. Notification of a wish to speak must be made no later than 12 noon on the date falling two working days before the date of the planning committee. A speaker may nominate a representative to speak on their behalf.
- 5.5 The people who can speak at the Planning Committee, and the order in which they will be invited to speak, are:
- (a) those who are opposing the application; followed by
 - (b) those who are supporting the application. This includes the applicant or its agents, who have the right of reply to any points made.
- 5.6 If more than one individual or representative wishes to speak, they will be required to agree amongst themselves how the time will be allocated and/or who should speak on their behalf. The Chair may use his/her discretion to increase the amount of time people may speak.
- 5.7 Speakers have the right to speak in support of or against any application in the absence of representatives of the opposing viewpoint.
- 5.8 Upon making a request to speak, speakers must provide:
- (a) their name, and daytime telephone number (and email address, if available);
 - (b) the application number and details of the proposed development to which it refers or details of the other matters;
 - (c) confirmation of whether the speaker is in support of or against an application or other matter;
 - (d) confirmation of whether the speaker is representing themselves or anyone else; and
 - (e) confirmation that the EDC can provide the speakers details to other people also wishing to speak so that agreement can be made regarding the apportionment of the allocated time.
- 5.9 In the event that the speaker is unable to attend the planning committee meeting they may nominate a substitute. Notification should be no later than 4.00pm on the working day immediately before the day on which the Planning Committee meeting is due to be held.
- 5.10 At the Committee the Chair will ask the appropriate officer to introduce and, if necessary, update the report relating to the relevant agenda item. The speaker/s will then be asked to address the Committee about the proposal or matter in question.
- 5.11 The Committee will listen to what the speaker says, but will not debate the speaker/s opinions with them. The Committee may, however, at the end of each five minute speaking slot, ask questions of a speaker as matters of clarification in relation to comments they have

made. For clarification, any questions asked will sit outside of the allocated speaking time. Questions from Committee Members will be addressed through the Chair of the Committee.

- 5.12 Speakers should not discuss matters relating to the applicant's past behaviour, nor speculate about what the speaker thinks their possible future intentions may be.
- 5.13 The speaker may not discuss boundary disputes, covenants, reduction in property values or matters dealt with by other law (e.g. licensing).
- 5.14 After public speaking is complete, the Planning Committee will consider the application or other matter. This will normally be debated in public but there will be no further opportunities for non-committee members to speak.

6 SITE VISITS

- 6.1 Site visits may be undertaken by the Planning Committee for the sole purpose of better informing Committee Members of the application site, its context and surroundings, and the proposal and its potential effects. In general it is expected that sufficient information will be capable of being provided by Officers who have visited the application site and whose reporting would allow a detailed consideration of the proposal by Committee Members, and a determination of it by them in the formal Committee meeting.
- 6.2 Site visits however may be considered necessary where:
 - (a) applications propose development which may have a significant impact on their surroundings which would be important for Committee Members to understand in the proper context; or
 - (b) applications have, after debate at a formal Committee meeting, left members undecided on a particular issue or issues in respect of the proposal and where a greater understanding of those matters would assist in reaching a decision.
- 6.3 Any Member of the Planning Committee may make a request to the Chair of the Planning Committee that a site visit be held and Officers may recommend to the Chair that a site visit is necessary, particularly on larger-scale or complex developments where Committee Members would likely benefit from visiting the site.
- 6.4 The decision as to whether a site visit should or should not be held in a particular case is at the discretion of the Chair of the Planning Committee however the Planning Committee may decide when debating an application to defer its decision pending a site visit in order to clarify a particular issue or issues raised by the proposal.
- 6.5 Site visits undertaken in any situation are limited to Members of the Planning Committee only, along with EDC officers and advisors as required. Members of the public and applicants are not invited to Committee site visits, save to the extent as absolutely necessary in order to provide access to the site or premises. Applicants, agents, objectors or other parties (as relevant) will be contacted by EDC officers to arrange the necessary access at a convenient and agreed time but shall otherwise not be invited to take part in the site visit. EDC officers and advisors will attend the site visit along with Committee Members as required and will seek to

ensure that uninvited parties do not accompany Members on the site visit and that such persons do not make representations to Members during the visit.

- 6.6 Planning Committee Members will not debate the merits of the proposal at the site visit and no decisions will be made or indicated in any way during the visit. Members may ask questions for the purposes of clarification in respect of the proposal, the application site or its surroundings. The non-attendance by any Committee Member at a site visit shall not prohibit or limit the ability of such a Member from fully participating in the formal Committee Meeting at which the application is considered.

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Date of meeting:	8 May 2024	Paper Number:	EDC 024/031
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Title of paper	Ebbsfleet Living
Presented by	Mark Pullin, Director of Planning and Place 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 March to April 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

None

Delegation

Not Applicable

Fiscal 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 March to April 2024 period.
- 1.2. This paper distinguishes, 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 results of the Ebbsfleet Resident Satisfaction Survey have been published through a [short video presentation](#), which makes the results accessible to a wider audience through social media. We have also produced a pamphlet which includes highlights from the survey to be used for distribution at events and in the housebuilder showrooms to promote what a wonderful place the garden city is emerging to both live in, and visit.
- 2.2 The custom build housing at [Alkerden Gateway](#), developed by Chartway have been short-listed for the 2024 [Housing Design Awards](#). The prestigious awards are supported by DHLUC, NHBC, HBF, RICS, RTPI, RIBA, and Homes England, and celebrate their 75th birthday in 2024, making them are the longest running in the world. This is the first site in Ebbsfleet to be short-listed, with 20 judges visiting on 24th April. This represents a milestone for the garden city and recognises the splendid work of the Planning and Place Team, and the Ebbsfleet Planning Committee in raising design quality and securing a notable custom-build scheme delivered without public subsidy.

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3. Activities delivered in Ebbsfleet directly by the community and local stakeholders during the March to April period.

3.1. The holiday period in Ebbsfleet saw the annual Easter celebrations in Castle Hill, extend over 2 days; including an Easter Egg Trial on Good Friday, where 172 children and 143 adults took part hunting for eggs. The challenging weather meant the activities had to retreat into the Community Centre, where refreshments and egg decorating took place. The decorated eggs have been displayed on a tree in the Blue Bean Coffee shop over the past weeks.



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3.2. Following the Easter Day service at the Ebbsfleet Baptist Church, members held a family fun day in Platinum Jubilee Park, which included egg rolling and egg and spoon races. The Ebbsfleet Easter events are now in their fourth year and have been increasing in popularity and enthusiasm. Activities continued Tuesday 9th April, when Blue Bean Café hosted a 'Coffee Shop Craft' event which resulted in a busy day with lots of children coming through the doors with their parents. The holiday events have been delivered through a partnership between Ebbsfleet Baptist Church and the Ebbsfleet branch of the Salvation Army, with part funding from the Ebbsfleet Community Fund, administered by the Ebbsfleet Garden City Trust, and the support of the Blue Bean Cafe.



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3.3. This Winter's intake of the Ebbsfleet 'Couch to 5K' Group have completed their graduation run at Shorne Woods Park Run in April. This initiative borne out of the Sunday Active Group has grown from strength to strength, now running twice per week on Sunday and Thursdays, with increasing numbers week by week, and options for different speeds and abilities. The Winter group saw sixteen graduates (including EDC Placemaking Officer, Harry Zimmerman) complete the run, with many continuing to join the running group on a regular basis. A number of the group have now also signed up for the forthcoming 10km at Brands Hatch in July. EDC have also signed a grant agreement with Blue Bean Café to start a Park Run in Ebbsfleet later in the year.



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

4.1. The Ebbsfleet Cultural Forum have completed their comprehensive 6-month training course in events management, empowering participants with the necessary skills to organise events. Eighteen residents took part on the course which included various aspects of event planning including logistics, marketing, budgeting, and risk management. The course has been developed with Blueprint Arts to help build capacity amongst residents to ensure our placemaking activities are sustainable in the longer-term. EDC funded this training, however as we reported in the March Ebbsfleet Living report, the group have successfully secured an £80k grant from Arts Council England to continue to develop, which will be part matched by EDC over the next 2 years. The Cultural Forum will now focus on becoming a constituted group, formalising, and deciding roles for various members over the next 2-3 meetings.

4.2. The Culture Forum were able to put their training into action through the African Fusion event which was held on 23rd March in Castle Hill Community Centre. The event showcased local artists, musicians, and food vendors, attracting a total two hundred attendees to the ticket only event. The theme of the event was chosen by the Culture Group, celebrating the diverse population that are moving into the garden city.



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- 4.3. The Africa Fusion event, focused on the process of developing an event from inception to execution, and included a considerable number of engagement events and workshop over the past months to help shape the event itself, which included over six hundred participants in helping to shape the planning. Outreach included an African dance workshop at Cherry Orchard Academy; an African musical instrument arts workshop at Blueprint Arts holiday club; an African drumming workshop at Craylands Primary School, Swanscombe; and an African-inspired watercolour workshop at St George's Primary School, Northfleet.
- 4.4. The African Fusion event itself included: Musical performances reflecting various aspects of the African diaspora, including reggae band Reminisce Reggae, traditional drumming troupe Dubafrique, and renowned Afrobeats artist SILVASTONE. Local community choir One Voice, and young person's performing group Gifted Young Generation were also invited to perform, whilst local vendors Solid Kitchen & Jerk on the Hill, provided the food. The event was produced by the Ebbsfleet Cultural Forum with the support of local art practitioners Blueprint Arts, and Georgia Smith.



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4.5. The [Ebbsfleet Citizen Archive](#) project has continued to engage with residents across Ebbsfleet and surrounding neighbourhoods, facilitated by local arts organisation, [Cement Fields](#). The project has been community-led, capturing, and preserving the varied stories and histories of the people and places of Ebbsfleet, Greenhithe, Swanscombe, and Northfleet. Co-created by artists, historians and residents, the dual digital and physical archive has been bringing local people together to explore Ebbsfleet's unique historic and contemporary identity through objects, sounds, videos, and photographs, collected by and from residents' past, present and future. The project has included a series of seven heritage walks which have proven extremely popular. The project will conclude in June with the launch of Ebbsfleet Citizen Handbook, performances by Walk Tall - devised by local young people and inspired by local memories - the unveiling of the archive listening bench and a screening of Charlotte Ginsborg's film - Our future, our past, whisper it to me - created in collaboration with 12 local residents from two different generations. A publication accompanying the film will also be distributed.



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- 4.6. EDC continue to be an active member of the Bluewater Community Forum, where this month we met with the Community Police Sergeant and liaison officer. Kent Police presented on how residents can contact their Beat officer and be kept up to date via the Community Voice App. The officer advised of a recent increase in digital frauds in the area, and that they will run a focused awareness campaign in Ebbsfleet focused on safety marking bicycles to reduce thefts.
- 4.7. On the 22nd of April, EDC in partnership with BetterPoints Application launched our 'Schools challenge' to encourage staff, parents, and students to walk, scoot or cycle to school. Six schools, from Ebbsfleet and surrounding neighbourhoods have signed up, the top three schools that have the most sign up and active users will receive prizes. The top prize is a visit to the school from the award-winning theatre company 'Histrionics,' with cash prizes of up to £250 for the runners-up schools, to be spent on gardening or sports equipment or Resources to encourage active travel. The challenge will run until the 19th of July.
- 4.8. EDC attended the Greater North Kent Infrastructure summit at Gravesham Borough Council offices, giving insight to skills, infrastructure, and the local major projects as the group hand over their research and findings to the local councils.
- 4.9. Following the launch of Hays' Flourish project helping young people into jobs, homes and with additional support, EDC are investigating a partnership of support with Countryside Ashmere, Hays, and O'Halloran & O'Brien for the next fiscal year. This strategic partnership it is hoped, will create sustainable outcomes for local young people – especially those who find themselves homeless.

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Community activities delivered directly by EDC during the period.

- 5.1. EDC continue our programme of Welcome events for new residents, with our latest event being held at Ebbsfleet Green Primary school. Members of the EDC team were on hand to answer questions about what is going on in the garden city, and what opportunities there are for them to get involved. from residents alongside planting activities and Grounded an Ebbsfleet resident run Coffee company providing hot drinks and sports activities for children.



- 5.2. EDC officers have been reviewing our 15 Edible Ebbsfleet garden locations to ensure they are still being maintained and refreshed where needed. Officers noted that some of the planters around Ebbsfleet station were no longer being maintained so now have been donated to Knockhall Primary school for their new school garden and the planters around Northfleet Veterans club will be replaced. We will also be running planting events during May to replant these as well as the new location at Alkerden Gateway. A relaunch of the Ebbsfleet Station planter is being planned later in the year together with station staff.

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5.3. EDC have also continued our series of community drop-ins in both Ebbsfleet and surrounding neighbourhoods. The latest event saw EDC staff pop-up at Fairfield Leisure Centre in Dartford. The Event was to highlight to residents that they can earn extra points by checking in on the Betterpoints app when attending a class, swimming or using the gym, in our bid to increase the number of users of the App to 3,000 by the end of the year, and to promote health and wellbeing across the Dartford and Gravesham boroughs. There was considerable interest in getting involved in both this location and other leisure venues around the local area. Visitors to leisure centres and sports facilities across Dartford and Gravesham can now receive extra rewards including for a wider range of activities.



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5.4. EDC have attended a number of local careers fairs over the past month and gave careers presentations to North Kent College, Longfield Academy, Cherry Orchard primary school, and The Leigh Academy.



5.5. During the Easter holidays, EDC hosted a student from year 12 at Ebbsfleet Academy on work experience. With an interest in architecture and design, he worked across the Planning and Place Directorate, gaining an understanding of the wide career options which re reported to find extremely interesting.



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5.6. The final Ebbsfleet Employment Training Programme for the 23/24 year concluded at the end of March, with the second 5-day programme facilitated through Gravesend company O'Halloran and O'Brien (OHOB). The programme was funded by EDC and delivered at OHOB Training Academy and included twenty-two local unemployed residents. The training focused on assisting people into work in construction roles, including health and safety, traffic marshalling and CSCS card exams. The second course held w/c 18th March, included 6 local residents aged 25 years+, plus a younger resident, with all of them passing their CSCS card to enable them to progress onto site. EDC continue to support participants in their job searches. Photo shows five participants at the top of OHOB's crane at the training academy.



6.0 Forward Look

- The Ebbsfleet Citizen Archive Final Event & Celebration will be held on 8th June between 2 and 6pm.
- The Ebbsfleet Voices Choir are giving an outdoor concert at a community picnic planned for the afternoon of 25th May in Castle Hill. The event will also include a community sports day, with traditional sack races, egg and spoon, and family activities.

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Date of meeting:	8 May 2024	Paper Number:	EDC 024/032
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Title of paper	Development, Infrastructure & Enabling Update
Presented by	Paul Abrahams - Director of Infrastructure & Enabling Jennifer Hunt, Director of Development
Sub-committee	Investment Panel

Purpose of Paper and Executive Summary

To provide the Board with an update on the key development activities and key infrastructure and enabling projects across the Corporation.

EDC Business Plan and KPIs

The development, infrastructure and enabling projects referred to contribute to a range of corporate and business plan priorities, and all EDC 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.

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Stakeholder impact

We are engaging extensively with stakeholders involved in all development, infrastructure and enabling works projects.

Equalities impact

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

Sponsor impact

We engage with DLUHC regarding our programme of projects across development, infrastructure and enabling and in more detail on a project by project basis as required.

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
 - Ebbfleet 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
 - Smart Transport - UTMC

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 January 24.

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Development Projects

3. Ebbfleet Central

- 3.1. Work continues to progress the outline planning application for Ebbfleet Central East. We re-submitted documents to the LPA in early March 2024 and these have now completed their 28 day consultation period and we are working closely with the LPA to identify a date in June 2024 for a planning committee date.
- 3.2. Work on the Phase 1 element of the project has continued, following the completion of the RIBA Stage 1 design process. Following internal review of the RIBA Stage 1 outputs, a number of key 'strategic design' decisions have now been taken, and approval has been given by the Ebbfleet Central Project Board to commence RIBA Stage 2 design process.
- 3.3. Work to establish the Outline Business Case for the Phase 1 element of the project continues and with support of colleagues at the Department for Levelling Up Housing and Communities (DLUHC) we have held a second session with the Cross Whitehall Group (comprising attendance from HM Treasury, Infrastructure Projects Authority and Department for Transport) who will be providing guidance to EDC through the development of the Outline Business Case.

4. Blue Lake

- 4.1. The Strategic Outline Case for the infrastructure solution to unlock Blue Lake as a natural park led asset was approved by the EDC Board in March 2024 and has subsequently been submitted to DLUHC for approval.
- 4.2. We have also initiated work to put in place a full detailed programme of work, to take the project forward once DLUHC approval is achieved.

5. Grove Road

- 5.1. The 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 approved by EDC Board in January 2024 and was subsequently submitted to DLUHC for approval.

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- 5.2. Conversations are continuing with the Environmental Agency regarding the flood defence requirements in the area and we have been continuing to engage with the other landowners in the local area.

6. Northfleet Embankment East

- 6.1. Work continues to progress the planning application for the scheme, which will be presented to the EDC Planning Committee on 8th May.
- 6.2. Work on the cost interrogation continues alongside work to plan for the next stages of the project, as part of the process to develop the Full Business Case for the project.

Infrastructure and Enabling Projects

7. Springhead Bridge

- 7.1. Discussions are on-going with KCC over the adoption of the bridge. The principal inspection has been completed and KCC have identified some areas of road surfacing requiring remedial works. We are obtaining costs to deal with the remedial works, and will progress these as soon as possible. The available headroom in the project approval is limited so we are hoping that the required expenditure on the remedials is minimal. Once we have addressed these, we will press for immediate adoption.
- 7.2. It has long been our intention, and we have reached agreement in principle with KCC previously, that following adoption, we would transfer ownership of the structure to KCC. Given the lengthy process to secure adoption, we will need to re-commence those discussion once it is adopted.

8. Northfleet Waste Water Treatment Works

- 8.1. The Board of Southern Water at the end of March and reviewed their programme for the final year of their Asset Management Period (AMP). They decided not to take forward the improvements to the Northfleet WWTW given limited funds and higher priorities elsewhere. The Northfleet project will therefore be pushed back into the next AMP. As a consequence, all works relating to design, planning, environmental and technical solutions relating to odour control measures are on hold for 1 year.

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9. Electricity Supply Infrastructure

- 9.1. The contract variation with UKPN is close to completion following approval by HMT for additional expenditure. However, UKPN have proposed a change to the allocation of costs under the second comer recovery mechanism which we need to consider the implications of. We might need to seek Board approval to any change, depending on the materiality of the implications.
- 9.2. UKPN have reached agreement in principle with the Corporation for the preferred location of the sub-station in Ebbsfleet Central West, and the associated 33kV cable routing via the HS1 culvert.

10. Waste Management

- 10.1. A meeting between KCC and EDC was held recently to understand the current situation on the project, and to consider next steps. Based on this, the agreed next step was for EDC officers to seek an in principle decision from Board on any potential investment.

11. Fastrack - Bath Street Contraflow

- 11.1. Works on site to deliver the Fastrack Bath Street bus contra flow scheme are scheduled to complete in June 2024. Programme slippages are due to issues with utilities, particularly a BT chamber.

12. Fastrack - Bean Tunnel

- 12.1. KCC are expecting to submit their new planning application for the proposed tunnels in April/May. It has been delayed due to an issue achieving 10% biodiversity net gain.
- 12.2. We have commissioned our lawyers to review the existing legal agreements between EDC, KCC, the owners of Bluewater and EQL Ltd. and to then prepare revised agreements.
- 12.3. KCC are currently reviewing tunnel contractor procurement options and compiling tender information.

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13. Smart Transport – UTMC

- 13.1. 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. All Variable Message Signs have now been installed. Project closure report will be presented at next Utilities and Transport Board Meeting.

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Title of paper	Finance, Operations & Programme Report as at 31 March 2024
Presented by	Gerard Whiteman, Director of Corporate Services Vikki Finneran, Assistant Director of Finance
Sub-committee	NOT APPLICABLE

Purpose of Paper and Executive Summary

To inform the Board of the 2023/24 draft final outturn position (subject to audit) and the proposed 2024/25 budget, together with workforce and other operational issues.

EDC Business Plan and KPIs

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

Recommendation

FOR DECISION

The Board is asked to **NOTE** the report, **AGREE** the 24/25 budget and **APPROVE**:

- the updated Scheme of Delegations (Annex C)

Annexes

Annex A – 2023/24 EDC Operational RDEL Outturn

Annex B – 2024 /25 EDC Operational RDEL Budget

Annex C – Scheme of Delegations

Delegation

As set out in the report

Financial impact

As outlined in the report.

Legal impact

Not Applicable, unless specifically referenced in the relevant section.

Equalities impact

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

Stakeholder impact

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

Sponsor impact

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

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1 Introduction

1.1 This paper updates the Board on the draft 2023/24 final outturn position (subject to audit) and the proposed 2024/25 budget, together with workforce and other operational issues as of 31st March 2024. The paper also includes an updated Scheme of Delegations.

2 2023/24 Draft Total RDEL Outturn

2.1 EDC's RDEL revenue funding allocation from DLUHC for 2023/24 was £6,000,000.

2.2 Following the Office for National Statistics (ONS) classification change, EDC's RDEL funding allocation from DLUHC is no longer formally split between Pay, Non-Pay and Programme (as EDC receives a single RDEL funding amount), however, for consistency, the reporting of the revenue outturn position (Annex A) continues to be presented across those headings.

2.3 Total RDEL expenditure was £6.795m, funded by £6m DLUHC grant, and £795k of the total £920k receipts generated in the year, with surplus receipts of approx. £125k to be carried forward for use in 24/25, or 25/26 (if approved by DLUHC).

2.4 RDEL receipts were down £320k against the original budget due to reduced planning fee income, and the earlier than forecast cessation of the rental of Car Park D to HMRC last summer.

Admin RDEL 23/24 Draft Outturn

2.5 The 23/24 Admin RDEL draft net outturn position (subject to audit) for the year as shown on Annex A is £5.87m.

2.6 Total Pay Costs were £533k down versus the original budget, reflecting vacancy savings against a budgeted full year whole staff complement. ICT expenditure was up £154k which included the first instalment of costs incurred in migrating the IDOX planning software into the DLUHC-supported environment. Recruitment Advertising at £22k over budget was reflective of the increased number of new appointments and recruitment campaigns carried out in the year.

Programme RDEL 23/24 Draft Outturn

2.7 The available programme revenue budget for 2023/24 was £1.11m.

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- 2.8 Actual programme revenue expenditure to 31st March 2024 was £977k (subject to audit).
- 2.9 The overall programme is monitored under five activity headings. These are listed in Table 2 along with the 2023/24 outturn.
- 2.10 At EDC Board in January 2024, we reported an expected outturn of £1.17m. The subsequent shortfall of expenditure is due to:
- £130k of underspend within Utilities and Transport projects.
 - £60k underspend due to the delay in the progression of the Castle Hill Block D, and Construction Skills Academy projects.

Table 2 – 2023/24 Revenue Expenditure

Project Area	2023/24 Outturn (£000)
Ebbsfleet Central	All Capital
Northfleet Riverside	0
Transport and Utilities	97
Civic	620
Stewardship / Other	260
Total	977
2023/24 Budget	1,110
Underspend	133

3 2023/24 Programme CDEL Draft Outturn

- 3.1 The capital (CDEL) allocation from DLUHC for 2023/24 was £23.12m, split £13.9m new funding (as set out in the Spending Review (SR) settlement) and £9.2m to fund existing commitments.
- 3.2 The total of £23.12m excluded any CDEL receipts generated by EDC in year. DLUHC have agreed that any CDEL receipts not utilised can be carried forward by the Corporation and used within the spending review period to March 2025.
- 3.3 Following the delayed confirmation of the CDEL allocation by DLUHC, the revised capital programme delivery plan for 23/24 was re-set at the commencement of the financial year with a reduced baseline position of £10.55m. This was further revised to £8 million as part of the autumn supp process.

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- 3.4 Actual capital expenditure to 31st March 2024 was **£5.4m** (subject to audit).
- 3.5 At EDC Board in January 2024, we reported an expected outturn of £7.15m. The subsequent shortfall in expenditure is due to:
- £1.1m due to legal completion of the legal agreements for the Ebbsfleet Green Community Buildings delayed – spend is now expected to occur in 2024/25.
 - £400k due to unutilised contingency and delay to the Ebbsfleet Central programme – spend is now expected to occur in 2024/25.
 - £175k reduced spend on the waste-water relocation project.
- 3.6 The overall CDEL programme is monitored under five activity headings. These are listed in Table 1 below along with the 2023/24 actual spend (subject to audit):

Table 1 – 2023/24 Capital Expenditure

Project Area	2023/24 Outturn (£000)
Ebbsfleet Central	2,529
Northfleet Riverside	264
Transport and Utilities	2,597
Civic	0
Stewardship	17
Total	5,407
2023/24 CDEL allocation (excluding receipts)	8,000
Underspend	2,593

4 2024/25 RDEL Budget

- 4.1 The RDEL allocation from DLUHC for 24/25 has been confirmed at a flat £6m for the 4th consecutive year, unchanged since 21/22 with no provision for any inflation-based increase.
- 4.2 The £6m RDEL allocation is ‘net’ and does not include any requirement by DLUHC for EDC to generate a prescribed level of receipts. The Corporation may, subject to the approval of DLUHC, supplement its allocation with in-year RDEL receipts. Our receipts are generated from planning fees / other planning income, together with rents received from the letting of EDC property assets. Our request to retain and utilise revenue receipts throughout the SR period to 2024/25 was approved by

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DLUHC last year. The RDEL income forecast for 24/25 is c.£0.7m. In addition, we plan to utilise a further c.£0.7m of surplus receipts that have been carried forward from previous years. This therefore gives a total gross revenue budget available to the Corporation for 24/25 of c£7.4m.

- 4.3 Board members may recall that the final outturn for 2021/22 included an underspend of £650k that had been specifically allocated to fund EDC's costs relating to the proposed London Resort DCO examination, the timing of which has slipped significantly. This £650k remains unspent and is **not** included in the budget analysis on Annex B for 24/25. It is not yet clear if or when the London Resort DCO will be re-submitted, but DLUHC have also agreed to be flexible on utilisation of these funds in future years if required.
- 4.4 The details of the 24/25 budget are set out in Annex B.
- 4.5 **Board are recommended to review and agree the 24/25 RDEL budget.** Any RDEL spend on individual projects within the Programme Revenue allocation, above the CEO's delegation, will be submitted to Board for approval.

5 2024/25 CDEL Budget

- 5.1 The original capital (CDEL) allocation from DLUHC for 2024/25 was £75,980,000.
- 5.2 A revised profile of £28,623,000 has been submitted to DLUHC for 2024/25.
- 5.3 The overall CDEL programme is monitored under five activity headings. These are listed in Table 3 below along with the 2024/25 forecast outturn.

Table 3 – 2024/25 Capital Expenditure

Project Area	2024/25 Forecast Outturn (£000)
Ebbsfleet Central	6,653
Northfleet Riverside	1,922
Transport and Utilities	12,853
Civic	7,195
Stewardship	-
Total	28,623

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6 2024/25 RDEL Programme Expenditure

- 6.1 The revenue (RDEL) allocation from DLUHC for 2024/25 is £6,000,000. £1,423,000 of this has been allocated to Programme expenditure.
- 6.2 The RDEL Programme expenditure is monitored under five activity headings. These are listed in Table 4 below along with the 2024/25 forecast outturn.

Table 4 – 2024/25 Revenue Expenditure

Project Area	2024/25 Forecast Outturn (£000)
Ebbfleet Central	All Capital
Northfleet Riverside	0
Transport and Utilities	257
Civic	950
Stewardship/Other	259
Total	1,466
2024/25 RDEL Programme budget	1,423
Over programme	43

7 Programme Level risks

- 7.1 The key risks currently to the programme are:
- No budget allocation for next SR period and therefore EDC is unable to commit to contracts which extend beyond current SR timeframes;
 - Delay in receipt of approvals (Business Cases and other important project decisions) from DLUHC/HMT could result in failure of the programme to deliver according to profile.

8 Health and Safety

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

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Table 3: CDM Health and Safety Report

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

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

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

Area	LTI's	Near Misses	Incident Nature	Outcome
Ebbsfleet Central – Bamber Pit	0	0	Instances of trespass and broken lock	Lock replaced, Ongoing security and use of CCTV
Ebbsfleet Central Northfleet Rise	0	0	Broken lock	Lock replaced, Ongoing Security
Grove Rd Foundry building	0	0	Broken lock	Lock replaced, Ongoing Security

9 Staffing Structure and Recruitment

9.1 The Corporation manages its own headcount within its total budget allocation.

9.2 The headcount as at 31st March 2024 was 56 FTE.

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

9.4 Since the last Finance, Programme and Operations Board report in January 2024 the following roles have been recruited to:

- Senior Development Manager
- Transport Project Manager

10 Delegation

10.1 Attached at Annex C is an updated Scheme of Delegation document for Board's annual review and approval (Board last reviewed the document in June 2023). It includes two updates as follows:

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- at 5.2 Delegation Check List – with the insertion of a new item at no 20 on the document. This reflects Board’s approval (at the recent January 2024 meeting) on how to deal with Developer financial contributions that are received by EDC.
- To reflect that EDCs Board approval limits have been formally reinstated by DLUHC (this happened last year (and Board were notified), when DLUHCs approval limits were temporarily removed and then reinstated by HMT).

10.2 Aside from those, there are no changes to the document.

10.3 **Board is asked to approve the updated Delegations Framework**

Budget Heading	Full Year Budget 2023/24 £	Year End DRAFT Outturn £	Year End DRAFT Variance £	Comments
Board Fees				
Chairman	28,000	28,000	0	
Other Board Members	90,000	71,060	(18,940)	
Independent Members (Planning Committee)	14,000	2,250	(11,750)	
Employer's Oncosts - Board Members	13,000	5,750	(7,250)	
	145,000	107,060	(37,940)	
Employee Salary Costs				
CEO Team	323,000	272,570	(50,430)	
Projects & Development Team	496,000	328,420	(167,580)	
Infrastructure & Enabling Team	342,000	250,150	(91,850)	
Planning & Place Team	1,109,000	1,044,430	(64,570)	
Corporate Services Team	726,000	575,860	(150,140)	
Employer's NICs	413,500	273,100	(140,400)	
Employer's Pension Contributions	602,500	480,550	(121,950)	
Staff Incentive Scheme / Pay increase	55,000	55,000	-	
	4,067,000	3,280,080	(786,920)	
Interim/ Agency Staff Costs	120,000	426,690	306,690	
External HR and DLUHC Payroll	26,000	11,270	(14,730)	
	146,000	437,960	291,960	
TOTAL PAY COSTS	4,358,000	3,825,100	(532,900)	
Premises Costs (Owned/Leased/Temp Usage)	302,000	323,920	21,920	
ICT	222,000	375,990	153,990	
Office Equip/ Consumables / Stationery / Postage	30,000	27,490	(2,510)	
Corporate Legal Support	20,000	21,160	1,160	
Other External Support to Corporate Services	55,000	75,700	20,700	
External Audit (National Audit Office)	50,000	63,670	13,670	
Internal Audit (Government Internal Audit Agency)	25,000	25,410	410	
Insurance	45,000	55,270	10,270	
Comms/ Business Engagement	60,000	63,170	3,170	
Travel & Subsistence	26,000	18,990	(7,010)	
Vehicle hire	10,000	8,780	(1,220)	
Recruitment Advertising	15,000	36,750	21,750	
Training	45,000	53,850	8,850	
Corporate memberships	25,000	8,970	(16,030)	
Other Staff Costs (Prof Subs/PPE etc)	50,000	8,350	(41,650)	
External support to Planning Service	250,000	261,930	11,930	
CSR/ Business Plan / KPI Monitoring	40,000	50,830	10,830	
Bank Charges	2,000	1,730	(270)	
TOTAL NON-PAY COSTS	1,272,000	1,481,960	209,960	
Programme Revenue	1,110,000	977,110	(132,890)	
Estate & Asset Management Costs	500,000	511,320	11,320	
TOTAL EXPENDITURE	7,240,000	6,795,490	(444,510)	
Income from Central Area & Other Owned Sites	(940,000)	(689,470)	250,530	
Planning Fees income	(300,000)	(155,200)	144,800	
Other Income	-	(76,510)	(76,510)	
TOTAL INCOME	(1,240,000)	(921,180)	318,820	
Net Expenditure	6,000,000	5,874,310	(125,690)	

Budget Heading	Full Year Budget	Full Year Budget
	2023/24 £	2024/25 £
Board Fees		
Chairman	28,000	28,000
Other Board Members	90,000	84,000
Independent Members (Planning Committee)	14,000	10,000
Employer's Oncosts - Board Members	13,000	6,670
	145,000	128,670
Employee Salary Costs		
CEO Team	323,000	308,780
Development Team	496,000	343,750
Infrastructure & Enabling Team	342,000	293,900
Planning & Place Team	1,109,000	1,142,200
Corporate Services Team	726,000	713,050
Employer's NICs	413,500	317,600
Employer's Pension Contributions	602,500	585,100
Staff Incentive Scheme	55,000	60,000
	4,067,000	3,764,380
Interim/ Agency Staff Costs	120,000	255,000
External HR and DLUHC Payroll	26,000	26,000
	146,000	281,000
TOTAL PAY COSTS	4,358,000	4,174,050
Premises Costs (Owned/Leased/Temp Usage)	302,000	302,000
ICT	222,000	300,000
Office Equip/ Consumables / Stationery / Postage	30,000	30,000
Corporate Legal Support	20,000	20,000
Other External Support to Corporate Services	55,000	55,000
External Audit (National Audit Office)	50,000	60,000
Internal Audit (Government Internal Audit Agency)	25,000	25,000
Insurance	45,000	45,000
Comms/ Business Engagement	60,000	60,000
Travel & Subsistence	26,000	26,000
Vehicle hire	10,000	10,000
Recruitment Advertising	15,000	15,000
Training	45,000	55,000
Corporate memberships	25,000	25,000
Other Staff Costs (Prof Subs/PPE etc)	50,000	40,000
External support to Planning Service	250,000	250,000
CSR/ Business Plan / KPI Monitoring	40,000	40,000
Bank Charges	2,000	2,000
TOTAL NON-PAY COSTS	1,272,000	1,360,000
Programme Revenue	1,110,000	1,422,950
Estate & Asset Management Costs	500,000	500,000
TOTAL EXPENDITURE	7,240,000	7,457,000
Income from Central Area & Other Owned Sites	(940,000)	(425,000)
Planning Fees income	(300,000)	(300,000)
Other Income & Receipts rolled forward	-	(732,000)
TOTAL INCOME	(1,240,000)	(1,457,000)
Net Expenditure	6,000,000	6,000,000

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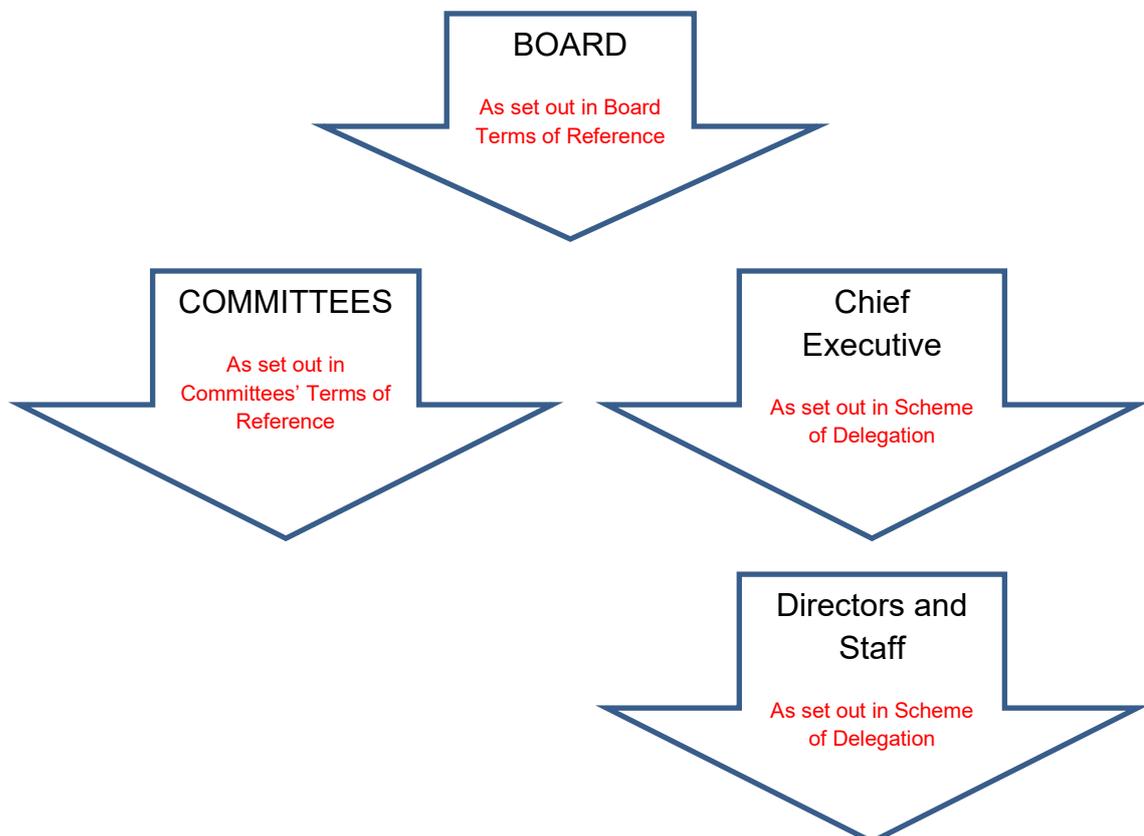
Scheme of Delegation

1 Introduction

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

2 Delegations Pathway

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



3 Delegations from the Board to the Chief Executive

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

4 Delegations from the Chief Executive

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

5 Financial and Operational Delegations

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

exercise the delegations appropriate to that post.

5.2 Delegation Check List

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

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

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

No	Item	Delegation
		value of £100,000 per annum. Rents above this value must also obtain EDC Board approval.
20	Developer financial contributions received	<p data-bbox="719 383 1378 584">For Non-Discretionary Funds i.e. Ringfenced for specific facilities or services which are specified planning requirements, and where there is no discretion on the part of the LPA as to how these funds are applied:</p> <p data-bbox="719 618 1378 775">Approval for payment to a public body or other appropriate organisation to secure delivery of specified facilities or services - Director of Planning and Place.</p> <p data-bbox="719 887 1378 999">For Discretionary Funds i.e. Where there are options as to how the contributions can be applied by the LPA;</p> <p data-bbox="719 1032 1378 1111">Approval for payment up to £250,000 - Director of Planning and Place</p> <p data-bbox="719 1144 1378 1346">For payments above £250,000 - Director of Planning & Place, who must act in consultation with a panel that comprises the Chief Executive and Chair of the Planning Committee</p>

EDC Programme Delegations – expenditure (May 2024)

		CDEL Programme	
Project Approval	EDC Board – up to £10m DLUHC – up to £30m HMT – amounts above £30m		
Purchase Order (PO) Approval	CEO / Directors	Head of Development (Area, Ebbsfleet Central, Buildings, Management), Head of Infrastructure & Utilities, Head of Design, Head of Strategy and Placemaking, Head of Communications & Marketing, Head of HR and Governance, Assistant Director of Finance	
	As Project SRO - up to the limit of the project approval	Up to £30k (per PO) for projects within their service area	
	but cannot approve PO's if they will also approve invoice	but cannot approve PO's if they will also approve invoice	
Invoice approval	Relevant project PM		
	but cannot be the same individual who has approved the PO		

EDC Admin budget Delegations – expenditure (May 2024)

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

	CDEL Admin
Admin Budget approval	CEO – up to £50K on one item or up to £125k on a rolling 12 months
Purchase Order (PO) Approval	Director of Corporate Services

RDEL Admin				
EDC Board a annually				
Subject to the following areas of the Admin budget (and per PO)- as follows:				
Budget Area	CEO	Relevant Director	Head of Development (Area, Ebbsfleet Central, Buildings, Management), Head of Infrastructure & Utilities, Head of Design, Head of Strategy and Placemaking, Head of Communications & Marketing, Head of HR and Governance, Assistant Director of Finance	Line Manager
All Admin areas	Up to £125k	none - but see separate budget areas (below)	none - but see separate budget areas (below)	none - but see separate budget areas (below)
Temporary staff	As above	All Directors up to £20k for their Team * (once CEO has agreed to the temp)	Up to £10k for their Team* (once CEO has agreed to the temp)	n/a
Premises and Corporate costs	As above	Director of Corporate Services up to £30k	n/a	n/a
Communications	As above	CEO	n/a currently (but if assistant role recruited then Head of Comms up to £30k)	n/a
Planning Support	As above	Director of Planning & Place up to £50k	Head of Development Management – up to £30k	n/a

		Recruitment costs	As above	All Directors up to £2k for their Team * (once CEO has agreed to the recruitment)	n/a	n/a
		Staff Expenses – Travel and subsistence (nb – that CEO approval is required for some T&S items in advance)	As above	All Directors up to £500 per monthly claim (per individual) for their staff	Up to £250 per monthly claim (per individual) for their staff	Up to £250 per monthly claim (per individual) for their staff
		Board Member and Committee members-Travel	As above	Director of Corporate Services – up to £500 per claim Director of Planning & Place – up to £500 per claim (for Planning Committee members only)	n/a	n/a
		Other staff costs including training and professional subscriptions	As above	All Directors up to £1k for their staff	n/a	n/a
		Estate / Asset Management	As above	Director of Corporate Services up to £30k	n/a	n/a
Invoice approval	Assistant Director of Finance	Head of Development (Area, Ebbsfleet Central, Buildings, Management), Head of Infrastructure, Head of Design, Head of Strategy and Placemaking, Head of Marketing and Communications, Head of HR and Corporate Affairs, relevant Line Manager or staff member - but cannot be the same individual who has approved the PO.				