

Ebbsfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Chief Executive's Part One Update

Paper Number: EDC 024/061

Presented By: Ian Piper, 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 & KPIs

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

**Recommendation
FOR INFORMATION**

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

Annexes

None.

Delegation

Not Applicable.

Financial Impact

Not Applicable, unless specifically referenced in the relevant section.

Legal Impact

Not Applicable, unless specifically referenced in the relevant section.

Equalities Impact

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

Stakeholders 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, MHCLG. Where this is the case, it is noted in the relevant section.

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. Spending Review 2024

- 2.1. Following the establishment of the new government in July the Chancellor subsequently announced plans for dealing with Departmental budgets from April 2025, when current allocations come to an end. The Chancellor intends to announce Departmental allocations for 2025/26 at the autumn statement on 30 October, and to announce longer term spending plans in the Spring of 2025.
- 2.2. HMT then commissioned Departments to present firm financial proposals for 2025/26, and outline proposals up to 2029/30 by 13 September. Once the 25/26 allocations are confirmed on 30 October, the longer term spending proposals will be scrutinised and priorities established in more detail leading to the Spring 2025 announcements.
- 2.3. Working to these timescales meant that EDC's spending proposals needed to be submitted for Department and Ministerial consideration by 22 August. Following discussion with the Board our proposals were submitted on schedule. We await the outcome.

3. Business Plan 2024/25

- 3.1. Following formal approval of our Business Plan for 24/25 by the Department it has now been published and is available on our website.

4. Corporate Plan 2025-30

- 4.1. Board are aware that our current Corporate Plan runs to the end of March 2025, and that we have held off from beginning work on the next Plan until after the General Election and the establishment of the new government. We have now begun the process of preparing the plan and are working to a timetable that will have it ready for submission in March 2025.

4.2. Key Dates for the Board are proposed as:

- 22 October Strategy Day – consideration of plan structure and the overarching strategic objectives of the Corporation for the plan period
- 29 January Board Meeting – review of first draft plan
- 25 February Strategy Day – topic based discussions as required and plan refinement
- March – Board sign off Final draft Plan for submission to Ministers.

Ebbsfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Marketing & Communications

Paper Number: EDC 024/062

Presented By: Caroline Doidge, Head of Marketing & Communications

Sub Committee: Not Applicable

Purpose of Paper and Executive Summary

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

EDC Business Plan & KPIs

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

Recommendation FOR INFORMATION

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

Annexes

Annex A – Website Report

Annex B – Press Report

Annex C – Social 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.

Stakeholders 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

MHCLG (Ministry of Housing, Communities and Local Government) as sponsor Department, has an interest in the communications activity of the Corporation.

1. Introduction

- 1.1. This paper follows the operational period of July – September. The period in which press and social media performance is measured are outlined in respective Annexes.
- 1.2. Earlier this month we celebrated 3,000 users to the BetterPoints app, with a video celebrating this milestone created and shared across social media. Since the partnership with BetterPoints began, over 2 million activities have been recorded and 1.5m miles travelled. This has equated to over 470,000 kg of CO2 saved. You can view the video shared across socials here: https://fb.watch/uv_nte1PpY/
- 1.3. A small Sales & Marketing engagement session was held at The Observatory (11th September), with the session tailored around updating Marketing Suite staff on plans and development updates from across Ebbsfleet. The session ensures we continue to support sales staff with up-to-date and correct information on timelines and plans for delivery of key projects across Ebbsfleet. The Sales & Marketing team are regularly provided with a range of marketing materials and updates to stay abreast of projects and progress across Ebbsfleet.
- 1.4. We are in the process of promoting several key dates for residents' diaries, including the upcoming Resident Satisfaction Survey (September – November 2024), resident Welcome Events and tree giveaways (October 2024) and the launch of the new Ebbsfleet GREENmap (September 2024).

The image displays three promotional posters for Ebbsfleet Garden City events. The first poster on the left, titled 'Join us at the next Ebbsfleet Welcome Event', features a photograph of a landscaped garden area with a building in the background. The second poster in the middle, titled 'We hope to see you there!', promotes a tree giveaway event and includes a photograph of a chalkboard sign that says 'Called your Free tree Today'. The third poster on the right, titled '2024 Resident Satisfaction Survey', features a photograph of a large, modern residential development with a central green space. All posters include the Ebbsfleet Garden City logo and contact information.

Join us at the next Ebbsfleet Welcome Event.

We hope to see you there!

Would you like to meet new people in the area, or find out more about local activities and initiatives? Join us at the next Ebbsfleet Welcome Event!

Free tree giveaway
Children's activities
Hot drinks & cakes

All residents are welcome to attend no matter how long you have lived in the area. Bring along this flyer to exchange for a free tree or plant.

No garden? Don't worry!
A range of Kent grown, outdoor plants for balconies and terraces will be available for you to take home and enjoy.

If you have any questions or would like to get involved as an Ebbsfleet Host, please get in touch with the team:
hello@ebbsfleetdc.org.uk

11th October (3:30pm-5pm) Ashmore Marketing Suite
12th October (10am-12pm) Ebbsfleet Cross Marketing Suite
12th October (2pm-4pm) Harbour Village Marketing Suite

2024 Resident Satisfaction Survey

EBBSFLEET GARDEN CITY

- 1.5. The Ebbsfleet GREENmap is a digital mapping tool that displays the quantity and quality of green infrastructure across the Ebbsfleet development area, tailored for the public to become informed and contribute to the nature on their doorstep. The ambition of the platform is to generate conversations around the wildlife, habitats and natural infrastructure in the area, as well as generate a sense of ownership and long-term stewardship.
- 1.6. Residents, visitors and interested parties can map a sighting or report a change or issue with the natural infrastructure. A range of videos to support the launch have been shared across social media, and can be viewed <https://youtu.be/spSCp-JOjEA> and <https://youtu.be/rS95m2Jocog>.
- 1.7. Earlier this month we welcomed The Guardian to Ebbsfleet as part of a wider economics piece around new towns and large-scale regeneration. The team were interviewed by Richard Partington, who was shown the viewing platform, model and given a short tour of Ebbsfleet – including Ebbsfleet Central, Castle Hill and Alkerden. The feature has had 321,000 estimated views, and has had 140 engagements across social media.

2. Ebbsfleet Central Brand & Visioning

- 2.1. The team have been continuing work with The Yard Creative on Phase 1 of the Brand & Visioning project.
- 2.2. A variety of 1:1 interviews with internal stakeholders and focus groups have taken place, with commercial advisors, local residents and community members involved in this process to ascertain key insights from the different stakeholder groups.
- 2.3. The qualitative workstream is being complemented by trend analysis, market research and a digital survey which will be distributed online for residents and the local community to take. The digital survey will be live from 16th September.
- 2.4. Following collation of all this data, an Insights Report will be presented to the Ebbsfleet Central team and M3 Consulting, currently scheduled to take place early October. A summary of findings will be provided as an update to the Board once finalised.

3. Website Report

- 3.1. Over the period of May and June, there were 3.9k sessions, with 653 returning users in comparison to 1.9k new users.
- 3.2. Upon reviewing data, we can see a drop in Key Events over the July – September period, most likely due to summer holidays, which is also reflected in the general drop in traffic across the entire website.

- 3.3. Over the reporting period, there has been a spike in the 'Contact Us' page. We can also see from the data that while form submissions mainly come in from users on computers and laptops, newsletter form submissions come from a wider spread of desktop and mobile devices.
- 3.4. This may be for the simple reason that a newsletter signup form takes less time than the completion of a contact form and that users on Mobile have (in general) differing intentions than they do on Desktop.
- 3.5. Organic search continues to be the highest driver of new users – with 1,285 users finding the content they need via search engine in comparison to c.500 who use the direct link. This demonstrates the importance of strong SEO, which we will be working on to strengthen over the coming months.
- 3.6. Further metrics are reported in **Annex A: Website Report**.

4. Press Report

- 4.1. The press report covers July – September 2024.
- 4.2. The Guardian article was released 1st September 2024. You can read in full here: [Can new towns give Keir Starmer the answer to Britain's housing crisis? | Housing market | The Guardian](#).
- 4.3. We have continued to see positive coverage from the Ebbsfleet Central planning decision, with a feature in Planning Magazine and the Town and Country Planning Association newsletter.
- 4.4. Coverage and detail of performance is further explored in **Annex B: Press Report**.

5. Social Media Report

- 5.1. The social report covers July - September 2024.
- 5.2. Coverage and detail of performance is provided in **Annex C: Social Report**.

This page looks at the overall website data and has been set up to show data for 2024-to-date, by default. When looking at August 2024 and comparing the data to July 2024, we can see a drop in sessions, most probably because of the summer holidays. Indeed, we can see that Direct and Organic Search are the biggest channels to have seen a decline in August. In general, however, the users who did come through were more engaged and spent longer looking around the website as a result.

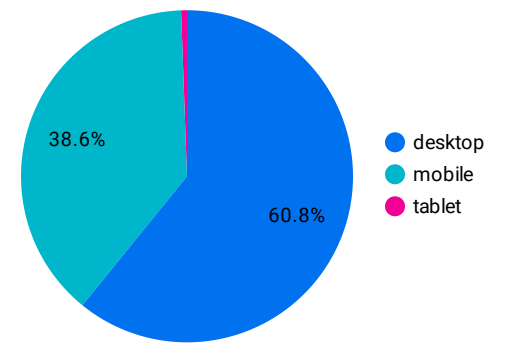
We checked your overall Domain Authority, which is 27. This is respectable for a website that has been live for less than one year, and we will continue to monitor this metric. Domain authority is calculated out of 100 and is a numerical score that incorporates the strength of your content, backlinks and engagement. If your Domain Authority is high, you will be far more likely to perform well in Organic Search for high-ticket queries.

At the bottom of this page, we have pulled in your Organic Search traffic so that we can see how users are finding and clicking through to the website from Google. Brand (Ebbsfleet) queries dominate, which we expect to see; however, we can also see some Impressions ranking highly for terms around "EDC planning". The main page that gets ranked and clicked on is the /planning-and-design/ page, which is the most relevant listing for those types of search terms. This is great news.

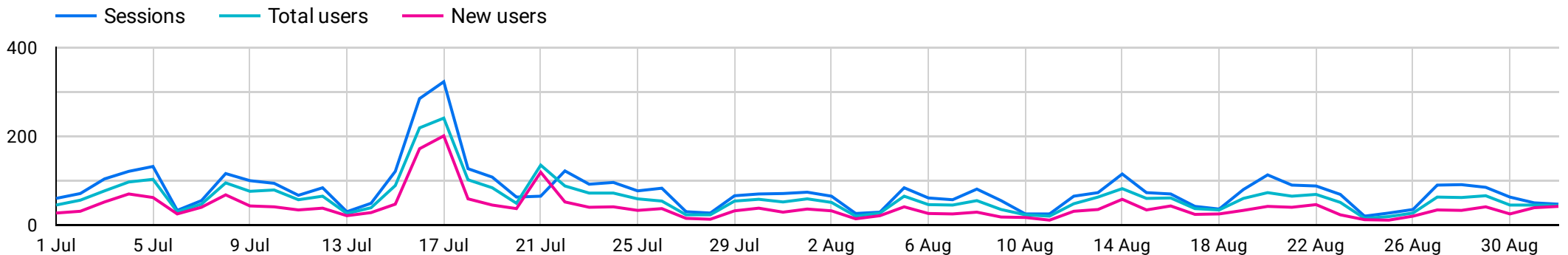
Total users 2,740 ↑ 39.5%	Sessions 5,004 ↑ 33.7%	Bounce rate 36.85% ↑ 3.3%	Engagement rate 63.15% ↓ -1.8%	Newsletter Subscriptions 37 ↑ 19.4%	Contact Form Submissions 16 ↓ -23.8%
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Website Traffic Sources	Sessions	% Δ	Engagement rate	% Δ	Bounce rate	% Δ	Average session duration	% Δ
Organic Search	1,287	-15.4% ↓	64.18%	-2.3% ↓	35.82%	4.4% ↑	00:03:53	0.7% ↑
Direct	573	-45.3% ↓	62.13%	8.7% ↑	37.87%	-11.6% ↓	00:05:14	21.9% ↑
Referral	57	-65.7% ↓	75.44%	-0.6% ↓	24.56%	1.9% ↑	00:04:19	-8.1% ↓
Organic Social	39	-81.1% ↓	56.41%	-20.9% ↓	43.59%	52.2% ↑	00:03:20	52.8% ↑
Grand total	1,957	-33.3%...	63.67%	-0.2% ↓	36.33%	0.4% ↑	00:04:17	8.2% ↑

Website Traffic by Device



Website Traffic Over Time



Traffic: Top Five Landing Pages	Sessions	% Δ	Engaged sessions	% Δ	Engagement rate	% Δ	Total users	% Δ	Average session duration	% Δ
/	645	-15.6% ↓	504	-14.6% ↓	78.14%	1.2% ↑	465	-10.1% ↓	00:05:27	5.9% ↑
/planning-and-design	335	0.9% ↑	214	-3.6% ↓	63.88%	-4.5% ↓	173	-5.5% ↓	00:04:34	28.6%...
(not set)	223	-16.8% ↓	11	-15.4% ↓	4.93%	1.7% ↑	170	-42.6% ↓	00:00:20	37.0%...
/2024/06/25/new-public-transport-service-to-launch-for-residents-in-ebbsfleet	54	-52.6% ↓	31	-46.6% ↓	57.41%	12.8% ↑	49	-51.5% ↓	00:04:12	53.0%...

Search Term	Impressions	% Δ	Clicks	% Δ	Site CTR	% Δ	Average Position	% Δ
ebbsfleet garden city	474	-31.2% ↓	191	-28.7% ↓	40.3%	3.6% ↑	1.06	4.6% ↑
ebbsfleet development corporation	403	-14.4% ↓	177	-14.9% ↓	43.92%	-0.5% ↓	1.23	-0.4% ↓
ebbsfleet	5,894	21.3% ↑	87	11.5% ↑	1.48%	-8.0% ↓	6.47	-7.6% ↓
edc planning search	76	5.6% ↑	43	0.0%	56.58%	-5.3% ↓	2.64	-10.2% ↓
ebbsfleet planning search	44	41.9% ↑	35	40.0% ↑	79.55%	-1.4% ↓	1	0.0%

Sessions
598
↑ 27.8%

Bounce rate
17.56%
↓ -1.0%

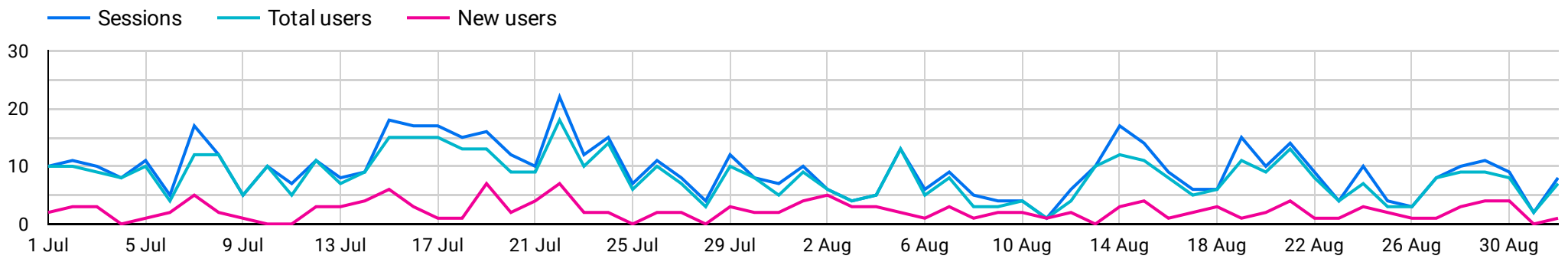
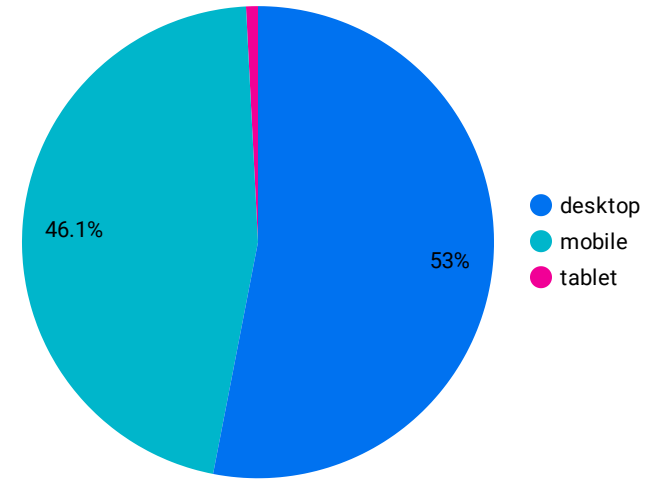
Engagement rate
82.44%
↑ 0.2%

Engaged sessions
493
↑ 28.1%

Form Submissions
9
↓ -25.0%

Traffic by Channel	Sessions	Engagement rate	Bounce rate	Average session duration
Organic Search	397	82.37%	17.63%	00:02:41
Direct	167	79.64%	20.36%	00:03:09
Referral	22	90.91%	9.09%	00:02:43
Organic Social	12	100%	0%	00:01:25
Grand total	598	82.44%	17.56%	00:02:48

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Pages Visited	Sessions	Engaged sessions	Engagement rate	Total users	Average session ...
/your-community/	202	186	92.08%	152	00:02:18
/your-community/parks/	110	92	83.64%	75	00:02:53
/your-community/culture-and-creativity/	104	80	76.92%	70	00:01:36
/your-community/career-opportunities-ebbsfleet/	70	66	94.29%	64	00:01:38
/your-community/schools/	55	41	74.55%	48	00:02:38
/your-community/walking-and-cycling-routes/	43	36	83.72%	35	00:02:45
/your-community/health/	42	34	80.95%	32	00:03:00
/your-community/ebbsfleet-community-board/	39	31	79.49%	32	00:02:02
/your-community/edible-ebbsfleet/	34	29	85.29%	25	00:02:41
/your-community/ebbsfleet-magazine/	20	19	95%	20	00:01:24
/your-community/interactive-map/	5	4	80%	3	00:00:07
/your-community/events-whats-on/	1	1	100%	1	00:18:43
/your-community/trashed/grant-funding/	1	1	100%	1	00:01:07
Grand total	598	493	82.44%	419	00:02:48

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Sessions
1,260
↓ -6.3%

Bounce rate
29.37%
↓ -0.3%

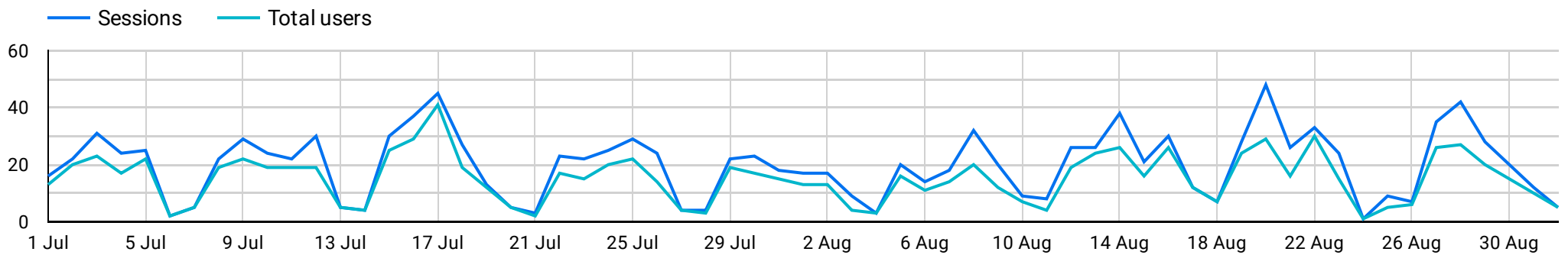
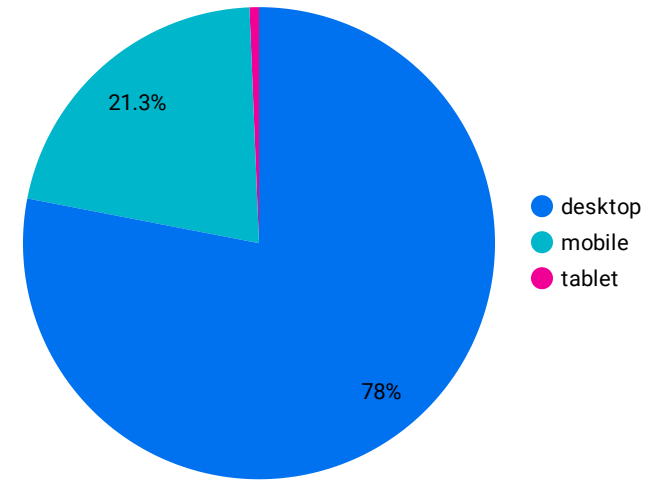
Engagement rate
70.63%
↑ 0.1%

Engaged sessions
890
↓ -6.1%

Form Submissions
13
↓ -45.8%

Traffic by Channel	Sessions	Engagement rate	Bounce rate	Average session duration
Organic Search	709	74.05%	25.95%	00:02:35
Direct	298	64.43%	35.57%	00:03:24
Organic Social	41	63.41%	36.59%	00:02:17
Grand total	1,085	71.43%	28.57%	00:02:47

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Page path	Sessions	Engaged sessions	Engagement rate	Total users	Average session duration
/planning-and-design/	1,058	757	71.55%	526	00:02:47
/planning-and-design/residents-guides/	34	28	82.35%	29	00:01:49
/planning-and-design/planning-policy/the-ebbsfleet-design...	9	6	66.67%	6	00:00:15
/planning-and-design/handling-arrangements/	3	3	100%	3	00:06:03
/planning-and-design/planning-policy/	1	1	100%	1	00:00:16

Grand total **1,085** **775** **71.43%** **543** **00:02:47**

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Ebbsfleet Development Corporation Board

<p style="text-align: center;">PART I BOARD ITEM EDC-024-062 Annex B: Press Report</p>
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1. Introduction

- 1.1. This paper covers the operational period of July – September.
- 1.2. Significant media attention has been garnered around Ebbsfleet Central and progress, despite challenges in the broader housing market.
- 1.3. Ebbsfleet Garden City has been referenced within a broader national context of address UK's housing demand, benefits and challenges of large-scale regeneration, and how initiatives like Ebbsfleet can be used across the UK to meet demand.
- 1.4. Key themes covered during local and national press include: review of sustainable urban development, housing demand, regeneration, urban planning, transport and community infrastructure.
- 1.5. A number of articles have been published in relation to the proposed Fastrack Tunnel. Whilst not written or circulated by the team, we are referenced throughout and are involved in the delivery process.
- 1.6. Therefore, we will continue to monitor press and provide responses where relevant, continuing to engage and update residents as plans for the tunnel progress. Press sentiment has been largely positive, with negative perception around cost-inflation of the Fastrack Tunnel, lack of services and facilities, and perceived lack of development pace. Audience sentiment is auto calculated by press monitoring software.

2. Ebbsfleet Garden City

- 2.1. The Guardian: [Can new towns give Keir Starmer the answer to Britain's housing crisis? | Housing market | The Guardian](#). With an estimated views of 321k, and 140 social engagements, this is the strongest piece of media coverage received over the reporting period.
- 2.2. Housing Today: [Michael Lyons and Kate Barker appointed to lead government's new town taskforce | News | Housing Today](#). 6.43k estimated views.
- 2.3. Architect's Journal: [Team sought for Ebbsfleet cultural hub study](#). 2.5k estimated views.

- 2.4. The Guardian: [Marc Vlessing: the modular homes mogul seeking a 'renaissance of the British housing market'](#). References Ebbsfleet delivering 4,000 homes in 10 years. 320k estimated views.

3. Ebbsfleet Central

- 3.1. Planning Magazine (resource): [2,100 homes approved for 'heart' of garden city 22 years after similar consent on same site | Planning Resource](#) 406 estimated views.
- 3.2. Architect's Journal: [Weston Williamson and Allies' Ebbsfleet garden city gets green light \(architectsjournal.co.uk\)](#) 2.5k estimated views
- 3.3. Kent Online: [Plans approved for new 'civic heart' around Ebbsfleet International railway station- including new GP, business and school facilities \(kentonline.co.uk\)](#) 26.8k estimated views
- 3.4. Time Out: [Ebbsfleet Garden City: Britain's Newest 'Garden City' is Getting Bigger With a Brand-New Neighbourhood \(timeout.com\)](#) 40.2k estimated views
- 3.5. Building Design: [Weston Williamson & Partners and Allies & Morrison get OK for 2,100 homes in Kent | News | Building Design \(bdonline.co.uk\)](#) 793 estimated views

4. Fastrack Tunnel

- 4.1. Kent Online: [Bid for multi-million-pound tunnel linking Bluewater Shopping Centre to Ebbsfleet Garden City resubmitted after planning permission expires](#). 23.8k estimated views
- 4.2. Kent Online: [Cost of tunnel project in Bean connecting Bluewater and Ebbsfleet Garden City almost doubles from £13m to £25.5m](#) 23k estimated views
- 4.3. Ground Engineering: [Plans for £26M Ebbsfleet Garden City tunnel resubmitted](#). 4.53k estimated views
- 4.4. Yahoo News (via News Shopper) [A tunnel connecting Bluewater to 6,000 homes could be built in Kent](#) 13.5k estimated views.

Ebbsfleet Development Corporation Board

PART I BOARD ITEM
EDC-024-062 Annex C: Social Media Report

1. Introduction

1.1. This paper follows the operational period of July – September. The insights show a drop in core metrics, which can be expected during summer holidays. Further factors have been considered below for each platform.

2. Facebook

2.1. Facebook insights show a decline in reach and interactions during the reporting period, which alongside summer holidays, can be attributed to a variety of reasons.

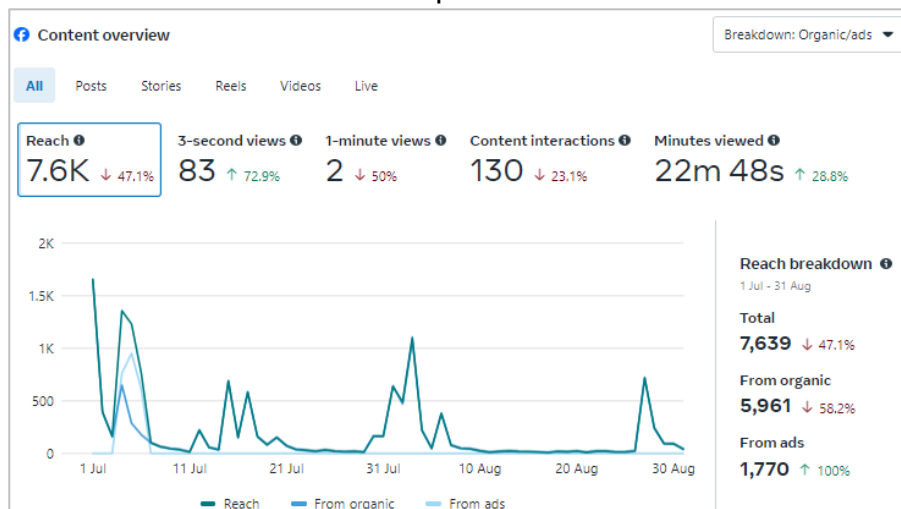
2.2. Facebook frequently updates its algorithms, which can significantly affect the organic reach of content. Some specific factors include:

2.2.1. Prioritisation of Friends and Family: In recent years, Facebook has focused more on showing users posts from their friends and family over branded content or business pages.

2.2.2. Pay-to-Play Model: Facebook increasingly favours paid advertising over organic reach, so relying solely on organic methods could be limiting your reach.

2.2.3. The average organic reach for business pages has decreased over the years. With the sheer volume of content on Facebook, competition is fierce, and organic reach is naturally shrinking as a result.

2.2.4. Platform Saturation: As more users and businesses post content, it becomes harder for individual posts to stand out.

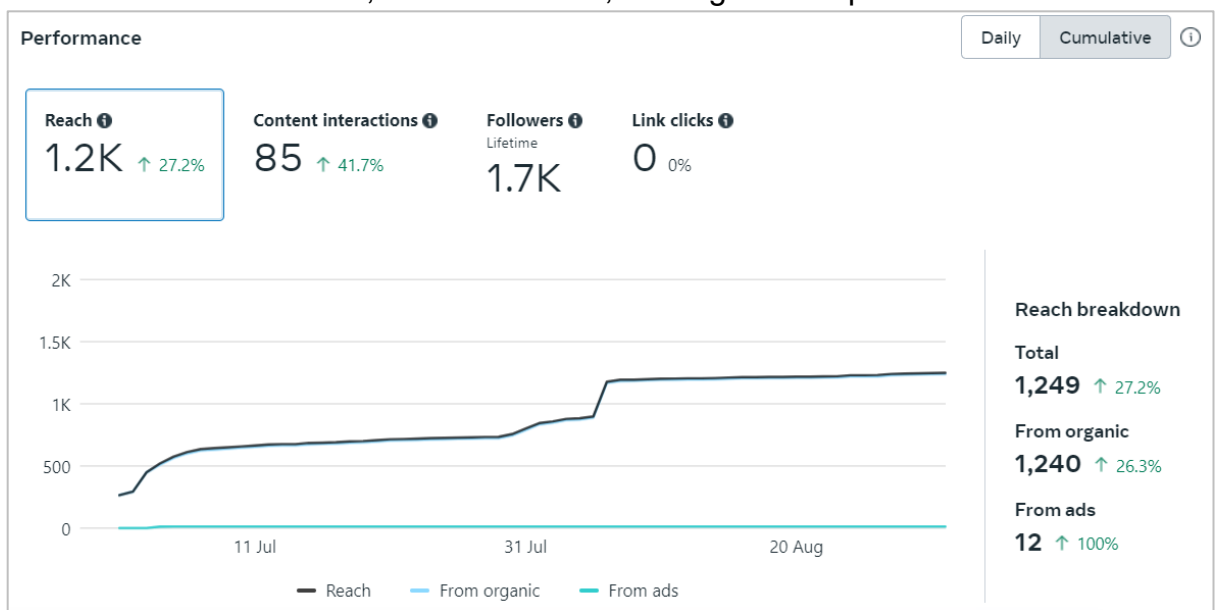


2.3. Top performing content focused on Fusion Festival (held on 6th July) both in the lead up to the event and sharing pictures and videos after. There was high engagement in relation to Ebbsfleet drop-in sessions and the Ebbsfleet Summer Fair – an event which is run by the community but we support by spreading the word and sharing content across our platforms.

3. Instagram

3.1. Stronger performance has been seen across Instagram, which can be viewed via the table below.

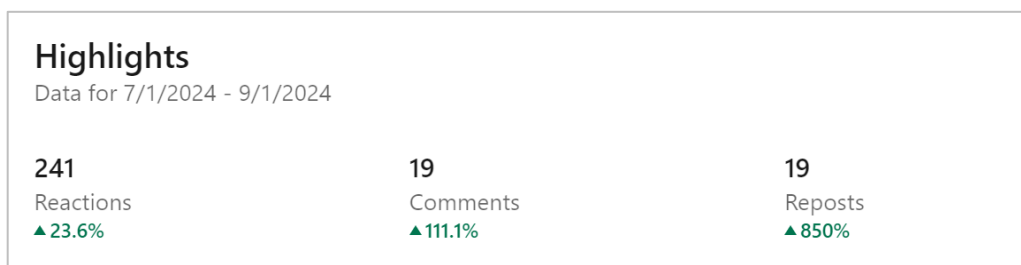
3.2. Instagram often performs better than Facebook for many businesses and content creators due to a variety of platform-specific reasons. These differences stem from user behaviour, content formats, and algorithmic priorities.



3.3. Using Instagram specific features, such as reels and stories, has strengthened the performance of the platform. As such, we'll continue to utilise these features where possible.

4. LinkedIn

4.1. Significant press exposure has positively contributed to the performance across LinkedIn, as this platform is mostly used by professionals for commercial/organisational updates.



- 4.2. Press coverage has driven LinkedIn engagement via increased public awareness and shared posts between colleagues and our professional network.
- 4.3. Sharing our press coverage across LinkedIn, and that of our wider network, has boosted engagement (likes, comments and shares).
- 4.4. Thought leadership and posts from colleagues across the Corporation plays a positive and important role in maintaining credibility of EDC and the brand, with content such as promoting attendance at workshops and events, along with colleagues sharing insights into elements of specific roles or projects across Ebbsfleet.
- 4.5. Top performing content for this period related to Ebbsfleet Central, with a variety of images and short clips used to promote the planning approval. The first of a series of posts can be viewed here:
https://www.linkedin.com/posts/ebbsfleetgardencity_regeneration-jobs-healthcare-activity-7218895366992052224-bO4E?utm_source=share&utm_medium=member_desktop

Ebbsfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Planning, Design and Delivery Report

Paper Number: EDC 024/063

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 & KPIs

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

Recommendation FOR INFORMATION

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

Annexes

Annex A – Ebbsfleet Delivery Dashboard

Annex B – Infrastructure Funding Statement

Delegation

Not Applicable

Financial Impact

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

Legal Impact

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

Equalities Impact

The public sector equalities duty is considered in planning reports.

Stakeholders Impact

Stakeholder engagement takes place through the planning consultation process.

Sponsor Impact

Not Applicable

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

- Work is ongoing to discuss s106 agreements with the local authorities. Pre application discussions are taking place on the Area Masterplan and Area Design Code for EC2.

Eastern Quarry

- Alkerden Parcel 3: Reserved matters application for 56 homes was approved at August planning committee.
- Alkerden Hub: Live application for reserved matters for a community building consisting of health facility, lifelong learning centre, multi-use hall and ancillary spaces. Amended plans currently under consideration. Committee anticipated October/November 2024.
- Ashmere Phase 3: Further pre-application engagement undertaken including informal presentation to Planning Committee in July for next phase of Ashmere Village for 216 dwellings. Submission due September 2024 with anticipated committee December 2024.

Ebbsfleet Green

- Community Buildings: An amendment to the s.106 Deed of Variation for delivery of the enhanced community facilities is nearing completion and all pre-commencement conditions have been discharged.
- Allotments: Delivery has been ongoing over the summer and planting is expected shortly with overall completion expected at the end of October.

Northfleet Riverside

- Rosherville Primary School: Pre-commencement planning conditions have been discharged. KCC are liaising with Keepmoat on the land transfer.
- Harbour Village: Development has commenced on Phase 2. Extensive discussions have been taking place on Phase 3A with a view to reporting this to Committee in October. Reserved matters have been approved for a section of the Fastrack route with discussions ongoing on the remaining sections.
- Northfleet West Employment Land: Reserved Matters applications for Triangle Site, Vineyard Pit and Church Path Pit were approved in July. A full application for further land at Church Path Pit is under consideration with discussions ongoing concerning BNG.
- Abacus Corner: Retrospective planning permission has been granted for the erection of a temporary warehouse and 2no. link buildings for use by WE Roberts on this parcel of land in EDC ownership.

Other

- Former George and Dragon Public House: Change of use application from public house to pizza delivery and takeaway use has been refused.
- Manor Way Business Park: Request for Screening Opinion for the redevelopment of part of the Business Park.

2. Housing and Delivery

2.1 The Ebbsfleet Delivery Dashboard is attached in **Annex A**.

2.2 This month we are reporting 152 completions and no further starts bringing the overall totals to the year so far as 393 completions and 122 starts. These completions have come from Ebbsfleet Green, Ashmere, Alkerden, Cable Wharf and Harbour Village. The residential components of Castle Hill and Ebbsfleet Green are nearing completion. Due to the lower than usual number of starts, the number of homes currently under construction has fallen. However, there are 2 locations which we understand have started where developers have not confirmed the data.

3. Planning Committee Update

3.1 The Planning Committee met twice over the summer period. In July, there were informal pre-application presentations from Vistry/Clarion on their proposals for Ashmere Parcel 9 and from landowners at Manor Way concerning the redevelopment of part of the business park. In August, the Committee formally considered a reserved matters application by Bellway for Parcel 3 in Alkerden. Parcel 3 is located adjacent to Fastrack and benefitted from a previous approval for 138 apartments. This scheme is now considered unviable, so Bellway submitted a new scheme containing a mix of 56 houses and apartments. The application was approved.

3.2 On 12th September we held the annual Committee briefing day. The event provided a good opportunity to update the Committee on progress across Ebbsfleet and what we expect over the coming year. During the day we provided a briefing on the new Dartford Local Plan, legal matters and development viability. In the afternoon the Committee visited Manor Way and Stonehaven Park.

3.3 The Committee are meeting in September to consider an application for a small car park to serve the new community centre in Ingress Park. The site benefitted from a previous approval for a car park which expired. The applicants have resubmitted plans but in the intervening period, the site was designated as part of the Swanscombe Peninsula SSSI. Natural England have objected to the application, but officers are recommending approval, and the planning appraisal is outlined in the officers' report.

3.4 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
- Rectory Cottage
- Major Urban Park (South)
- Alkerden Hub
- Grove Road – Fastrack Scheme

3.5 We continue to engage with the department concerning various appointments. Following the general election in May we have been notified by Gravesham Borough Council that Lauren Sullivan is no longer the substitute member and Cllr Rajinder Atwal has been nominated as a replacement. This nomination has been passed to the public appointments to process. Other appointments with MHCLG are the Kent County Council nominee and the approval to start the recruitment of two independent members on the Committee.

4. Infrastructure Funding Statement

4.1 The annual infrastructure funding statement is attached in Annex B. This report details the developer contributions received and spent during the period 2023/24. It also shows the amounts of money currently held and for what purpose.

5. National Planning Policy Framework (NPPF)

5.1 The government is consulting on changes to the National Planning Policy Framework (NPPF). Many of these changes relate to items which fall under 'plan-making' functions which remain with the local authorities for the EDC area. For example, there is content relating to housing requirements and supply, green belt review and the need to consider social rented homes in housing needs assessments.

5.2 There are no changes proposed to section 4 of the document which cover 'decision making'. However, some of the suggested changes in other parts of the document including green belt development and renewable and low carbon development could be applicable depending on what applications are submitted. The document recognises the value in the diversification of housing products and supports the need to deliver sustainable travel modes, both of which have been supported in our work to date.

5.3 The consultation includes changes to planning fees for householder applications. EDC has a small number of this type of application, but further planning fee and performance management changes may follow. There is also reference to exploring a national scheme of delegation which may impact on the function of the Planning Committee. We will continue to monitor further consultations and announcements.

6. Other Matters

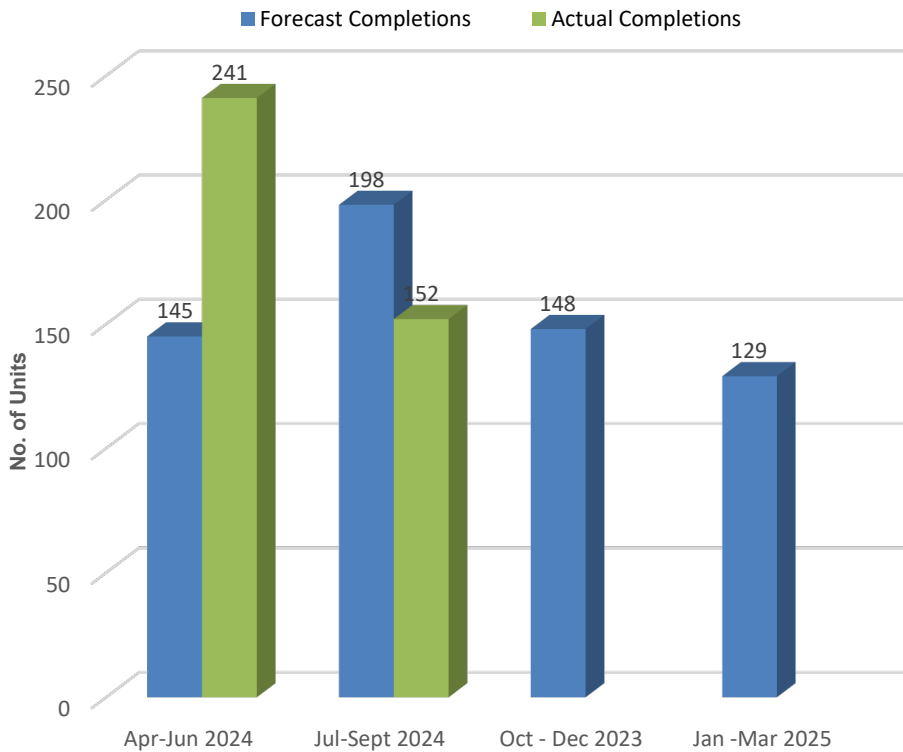
6.1 Consultation has been taking place on the Sustainable Design Guidance and Assessment Tool together with changes to the Validation Checklist. This work followed on from the adoption by Board last year on the Sustainable Performance Framework and discussions with Planning Committee on appropriate planning guidance and reporting methods. As well as promoting the consultation on the commonplace platform and social media an in-person event has been held with developers who are currently active in Ebbsfleet. The consultation runs until 4th

October, and we are aiming to report the documents to Committee for approval later that month.

6.2 We are still awaiting a decision from the Planning Inspectorate (PINS) in relation to the costs claim for the London Resort DCO. PINS has been in contact this month to confirm the matter is still outstanding but have advised they are not able to provide a date by which the decision will be made.

ANNEX A EBBSFLEET DELIVERY DASHBOARD – 25 SEPTEMBER 2024

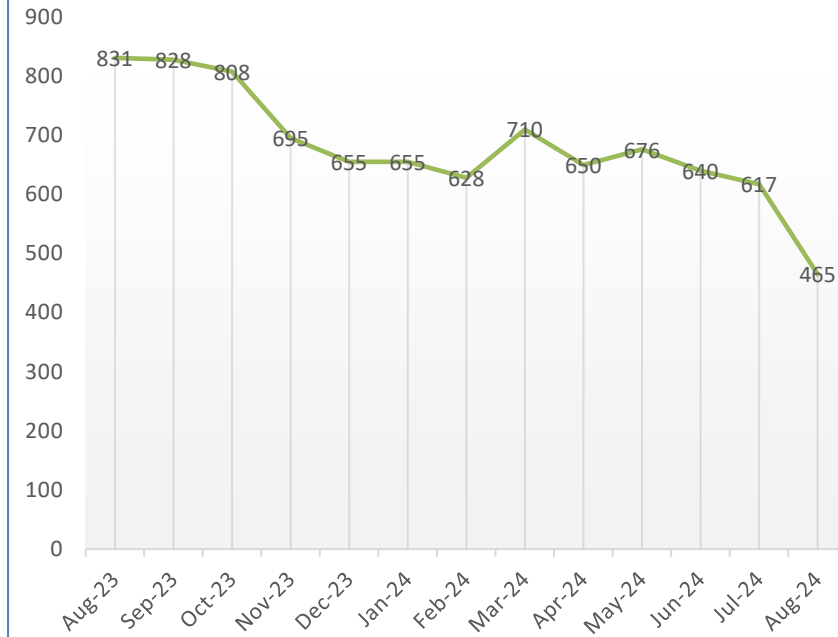
**Housing Completions
Forecast v Actual 2024- 2025**



Ebbsfleet Housing Numbers

Detailed Planning Consent
5,898
Housing Completions
4,589
Affordable Homes Completed
1296
EDC 2024/25 Business Plan Target
Completions – 620

Units Started Not Completed



HOUSING STARTS AND COMPLETIONS

YEAR	STARTS	COMPLETIONS
2014-2020	2290	1719
2020-2021	282	347
2021-2022	657	533
2022-2023	817	619
2023-2024	559	680
2024-2025	122	393

Completed Homes Per Site

Location	No. of Homes
Ebbsfleet Green	881
Castle Hill	1598
Springhead Park	799
Craylands Lane	100
Croxton & Garry	144
Cable Wharf	463
Ashmere Village	315
Alkerden Village	181
Lawn Road	7
Harbour Village	101

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
Office	Redrow Regional Office Building
Employment Space	Berkeley Modular Housing Factory

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	241	154	38%	63.50%
Castle Hill	425	425	26%	100%
Alkerden	330	22	28%	7%
Ashmere	130	93	25%	71%
Springhead Park	288	288	27%	100%
Craylands Lane	30	30	30%	100%
Croxton & Garry	70	53	33%	76%
Harbour Village	34	34	36%	100%
Cable Wharf	224	193	32%	86%
Totals	1738	1292		

Top Risks to Delivery

Risk	RAG Status	Current Trend
Maintain Design Quality during implementation	Red	(No Change)
Interest Rate/Mortgage Products	Red	(No Change)
Supply Chains for Materials & Build Costs	Amber	(No Change)
Submission of Valid Applications and Revised Plans	Amber	(No Change)
Delays in consultation responses	Amber	(No Change)
Supply of Labour on Site	Green	(No Change)

INFRASTRUCTURE FUNDING STATEMENT 2023/2024

1 Introduction

- 1.1 Under the Community Infrastructure Levy (Amendment) (England) (No2.) Regulations 2019, local planning authorities are required to publish an annual Infrastructure Funding Statement (IFS). The statement must be published by 31st December each calendar year and contain the following information: -
- (a) a statement of the infrastructure projects or types of infrastructure which the charging authority intends will be, or may be, wholly or partly funded by CIL (other than CIL to which regulation 59E or 59F applies) (“the infrastructure list”);
 - (b) a report about CIL, in relation to the previous financial year (“the reported year”), which includes the matters specified in paragraph 1 of Schedule 2 (“CIL report”);
 - (c) a report about planning obligations, in relation to the reported year, which includes the matters specified in paragraph 3 of Schedule 2 and may include the matters specified in paragraph 4 of that Schedule (“section 106 report”).
- 1.2 A Community Infrastructure Levy (CIL) is in place within the Dartford Borough, there is no such levy covering Gravesham. However, where developments are liable to pay CIL within the EDC area (i.e. new applications falling within the Dartford Council area), Dartford Council is the charging and collecting authority. EDC monitors the CIL payments made to DBC and the Chief Planning Officer sits on the Leaders Advisory Group, which discusses priorities and projects. However, EDC is not required to publish data in relation to items (a) and (b) above.
- 1.3 This paper therefore relates to item (c) and the ‘Section 106 report’. Most planning permissions granted across the Ebbsfleet UDA are subject to a S106 agreement. This is primarily due to the more historic consents being granted before CIL was introduced in Dartford in 2014 or because the permissions lie within the Gravesham Borough Council area.
- 1.4 Section 106 of the Town & Country Planning Act 1990 provides that anyone with an interest in land may enter into a planning obligation, which is enforceable by a local planning authority. An obligation may be created by agreement or by the party with an interest in the land making a unilateral undertaking.
- 1.5 Obligations may:
- Restrict the development or use of land
 - Require operations to be carried out in, on, under or over the land
 - Require the land to be used in any specified way; or
 - Require payments to be made to the local planning authority, either in a single sum or periodically
- 1.7 A planning obligation may only constitute reason for granting planning permission if it is:
- Necessary to make the development acceptable in planning terms.

- Directly related to the development; and
- Fairly and reasonable related in scale and kind to the development.

1.8 S106 agreements are used to mitigate the impacts of development and ensure that local policy requirements are fully met. S106 obligations include the following:

- Site specific financial contributions - these are secured and must be used for defined purposes: for instance, the provision of education facilities, traffic and transport/highways related works, open space provisions and affordable housing contributions (where accepted in lieu of on-site provision);
- Provision of on-site affordable housing;
- Non-financial obligations, including requirements such as employment and skills strategies, construction management plans and travel plans.

2 Information and analysis

2.1 This report is submitted for information and enables the Board to monitor the work regarding S106 contributions, and in addition provides a transparent view of current income, expenditure and projects S106 funds have been applied to, including those transferred to external bodies for spend. This report delivers financial information from April 2023 to March 2024.

2.2 Table 1 below outlines the income received by EDC between April 2023 and March 2024.

Contribution Type	Project/Purpose	Amount
Strategic Access Management and Mitigation Strategy	Bird Wise North Kent	£2,907.06
Fastrack Contribution	Provision of Fastrack Infrastructure in Northfleet	£284,703.57
Healthcare Contribution	Expansion of existing surgeries or provision of a new GP Medical Surgery in the local area	£371,914.80
Sports Facilities Contribution	Delivery of Playing Pitch Enhancements at the Primary School, or improvements to existing facilities	£442,444.63
TOTAL:		£1,101,970.06

It should be noted that invoices for Affordable Housing Contributions totalling a further £1,110,943.02 and Off Site Transport Contributions totalling a further £3,529,230.77 have been issued within this financial period, but have yet to be settled.

2.3 Table 2 below outlines the funding that has been spent by EDC between April 2023 and March 2024 including where funds have been passed to local authority partners.

Paid to/Spent by	Contribution Type	Project/Purpose	Amount
EDC	Off-Site Transport	Utilised in EDC accounts for A2 Bean and Ebbsfleet Junction Improvements project	£978,018.63
Medway Council	Strategic Access Management and Mitigation Strategy	Bird Wise North Kent Bird Wise North Kent Wising Up to Bird Disturbance	£88,727.46
Dartford Borough Council	Off-Site Affordable Housing	Supporting the delivery of affordable housing within the Dartford borough	£606,640.96
Gravesham Borough Council	Air Quality Monitoring	To mitigate local air quality impacts arising from development in Northfleet Embankment West	£8,189.84
TOTAL:			£1,681,576.89

2.4 Table 3 below outlines the current developer contributions held by EDC as of August 2024 and the projects they are intended to be used for.

Contribution Type	Project/Purpose	Amount
Strategic Access and Management Strategy	Bird Wise North Kent	£2907.06
Off-Site Signage	To support wayfinding to/from Ebbsfleet Green	£10,457.67
Fastrack	For fastrack infrastructure between Northfleet Riverside and Gravesend Town Centre	£727,996.12
Vertical Connection	To explore the feasibility of a vertical connection at Northfleet Embankment East	£25,394.60
Trees	Tree planting and landscaping in Ebbsfleet	£4,932.00

Healthcare	For healthcare facilities in the Ebbsfleet area such as the HEIQ	£504,797.91
Sports Facilities	Upgrade of playing pitch within new Primary School at Northfleet Embankment East	£613,915.31
Scout Hut Contribution	For capital cost of refurbishment of current premises of 1st Northfleet Scout Group	£8,829.06
Air Quality Monitoring	To mitigate local air quality impacts arising from development at Land North of Gally Hill Road in Northfleet	£11,260.35
Springhead Road Enhancements Signage Strategy Contribution	HGV signage across Ebbsfleet	£50,000
TOTAL:		£1,960,490.08

- 2.5 There were no developer contributions secured in new S106 agreements or unilateral undertakings between April 2023 and March 2024.
- 2.6 The majority of S106 contributions from Ebbsfleet sites is collected by EDC. However KCC invoices for certain contributions on some sites. These relate to county functions such as youth services, adult social care and libraries. KCC must spend these funds in the Ebbsfleet area to mitigate the impact of the development to which it relates.
- 2.7 Developer contributions is a standing item discussed at the Planning Liaison Group, attended by DBC, GBC and KCC. EDC will continue to work with Local Authority partners with regards unspent contributions held by any party to ensure infrastructure is delivered in timely manner.
- 2.8 S106 funding is only part of the way infrastructure is delivered within Ebbsfleet. Due to the size of many of the developments, infrastructure is being delivered by developers directly rather than via payments in lieu. In addition open spaces are also being delivered. Examples of this can be seen at Harbour Village with the large landscaped park and playspace at Chimney View Park, open space, pathways and bench seating areas on the Lake Edge Linear park including the bridge access within Eastern Quarry, and open space incorporating gym and play equipment within the Ashmere Leisure Loop, all of which opened during the period. In addition to this the provision of beautiful allotments and community gardens have been delivered within Springhead Park. Photographs of some of these completed projects are shown below.

Chimney View Park – Harbour Village



Springhead Park Allotments



Ashmere Leisure Loop



Ebbsfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Ebbsfleet Living

Paper Number: EDC 024/064

Presented By: Kevin McGeough, Head of Strategy and Placemaking

Sub Committee: Not applicable.

Purpose of Paper and Executive Summary

To update the EDC Board on progress and activities related to community building in Ebbsfleet during the period of July to September 2024.

EDC Business Plan & KPIs

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

Recommendation FOR INFORMATION

Board is asked to **NOTE** the Ebbsfleet Living report

Annexes

Annex A – N/A

Delegation

'Not Applicable'

Financial Impact

Activities funded by EDC are from within existing Placemaking and Community Building 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.

Stakeholders Impact

Ebbsfleet Living highlights how the EDC delivers on our corporate objective to deliver a best practice example of healthy placemaking, where empowered residents and enabled to build the community and place of the garden city.

Sponsor Impact

Ebbsfleet Living highlights how the EDC supports MHCLG 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 July to September 2024 period.

1.2. This paper distinguishes as far as is possible, activities and events which have been:

- Delivered by the Ebbsfleet community, partners, or local stakeholders directly with or without EDC funding.
- Delivered through a partnership with EDC and stakeholders for the benefit of local communities with EDC and, or third-party funding.
- Delivered directly by EDC for the benefit of Ebbsfleet residents.

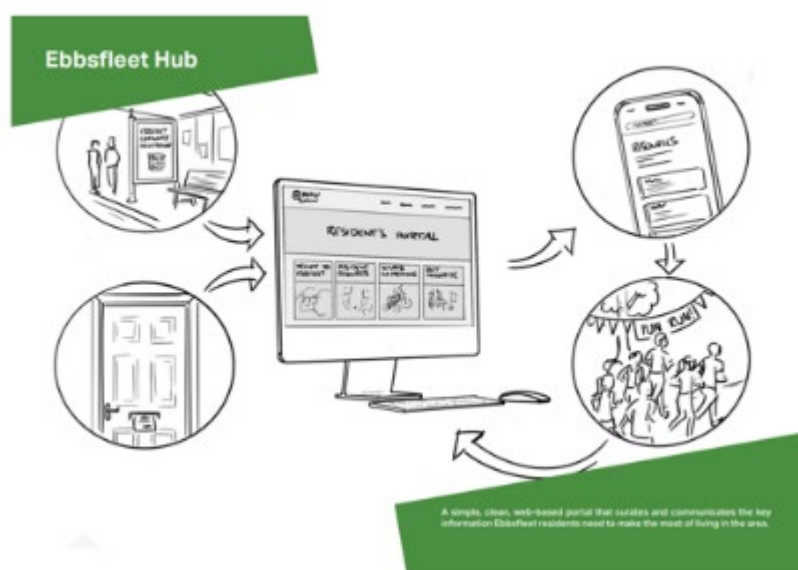
2. Community Building in Ebbsfleet.

2.1. The Ebbsfleet Garden City Trust Community Fund Panel met on 12th September 2024. The Fund continues to grow in popularity and reach with seven bids having been received in the second bid round for 2024/25. Bids were received from both applicants in the new and surrounding communities, and from both new and experienced applicants. Ebbsfleet Garden City Trust have also reviewed their criteria for applications to the Community Fund, extending opportunities for bids of up to £1000 for constituted groups, following feedback from past bidders and interested applicants. The Trust have also reviewed the geography from where bids will be considered in the future to include all Ebbsfleet Urban Development Area's, and the adjacent wards of; Swanscombe, Knockhall, (Dartford BC) and Northfleet and Springhead, and Rosherville (Gravesham BC).

2.2. The Ebbsfleet Community Board met on 10th September 2024 at Blue Bean Café, Castle Hill. The Community Board hosted two guest presentations from both the EDC Ebbsfleet Central Team and the Ebbsfleet Garden City Trust. The Ebbsfleet Central Team used the opportunity to share information on their forthcoming consultation process, and progress made to date, whilst the Ebbsfleet Garden City Trust shared highlights of their emerging Business Plan approach, and opportunities to get involved in the first of the community assets that will come forward. Including the Springhead Allotments, and the Neighbourhood House at Ebbsfleet Green.

2.3. The Ebbsfleet Community Board also heard feedback from their sub-group, which has been established to take forward the brief for the Ebbsfleet Hub. This concept has developed from the 'Resident Connectedness Action Plan' which was funded jointly by Innovate UK and EDC which concluded with briefs for three innovations. The innovations respond to the ambitions from community stakeholders from new and existing communities to create a welcoming and connected garden city. The Community Board have decided to rename the concept as 'Our Ebbsfleet,' which they are developing to be a digital platform that can bring together local information and signpost residents to other services and resources. 'Our Ebbsfleet' will be owned and managed by residents. The sub-group have met for a number of times over the summer and have worked directly with the consultants from Imperial College to help them consolidate their thinking, to develop their brief, and to consider the best options for taking their ideas forward. EDC have agreed to release the remaining grant from the Innovate UK collaboration to be used by the Community Board to deliver their ambitions.

2.4. 'Our Ebbsfleet' marks a significant milestone for the Ebbsfleet Community Board in that it is the most significant project they have developed and taken forward independently. It is intended that Community Board members will be the custodian of the digital hub and collectively that they develop and maintain the content. The sub-group have explored various platforms and tools to enable their ambition and have chosen the 'Notion' platform which they feel is simple to set up and maintain yet has the ability to filter content and be secure. As a starting point 'Our Ebbsfleet' will collate six types of information including welcome to Ebbsfleet, resident resources, activities, events, amenities, and opportunities to get involved or volunteer.



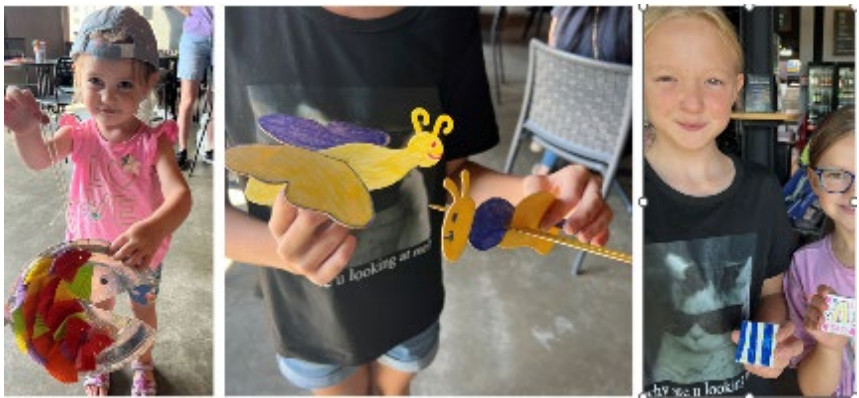
The Ebbsfleet Hub will be known as 'Our Ebbsfleet,' a proposed tool to collate and signpost information to enable residents to connect to each other and have an active and vibrant life in the garden city.

3. Events and activities delivered by the Ebbsfleet community, partners, or local stakeholders themselves with or without EDC funding.

3.1. The Ebbsfleet Baptist Church have continued to collaborate with the Salvation Army and Blue Bean Café to deliver a number of weekly events and activities over the Summer, moving outdoors when the weather would allow it to, meeting at Elephant Park in Castle Hill. All the events were provided free of charge for families. Activities included 'coffee morning in the park' on Friday mornings during August, where the very windy weather enabled kids to have a fun time flying kites. On Tuesdays, Coffee Shop Craft days were held at the Blue Bean Coffee which attracted up to thirty people each day, and where children were able to get creative.



Images showing creative activities from the Coffee Shop Craft Days held over the summer holidays.



3.2. EDC supported Cherry Orchard School with their Summer Fete on the 18th of July, where we brought in 'Inspire Sports Skills' to run a 'keep-up' competition. EDC staff provided information to residents on the development, local activities and facilities and used the opportunity to promote the Ebbsfleet Community Fund.



Images showing EDC Team engaging with residents at the Cherry Orchard Summer Fete.

3.3. Members of the EDC Team attended the Bluewater Summer Social event, held at the Arrow Riding Centre in Dartford on the 18th of July. The event raised money for the volunteer-run riding school for people with disabilities and was a networking event for local community and voluntary organisations. Some of the young riders provided a demonstration of their skills and the impact riding has had on their mobility and health.

3.4. Ebbsfleet and Northfleet Lions held an International Classic Car Show event at the Ebbsfleet International Station on the 7th of August. The event, which included stalls, competitions and a display of cars manufactured pre 1982 was organised as a fundraiser for 'SERV' a voluntary service providing transport for blood between hospitals, hospices, and Kent Air Ambulance outside of normal working hours. The event attracted excellent attendance, both locally and bringing visitors from across Kent, and brought together a wide selection of vintage cars, including sports cars to the delight of the attendees. The event was also significant as an example of using Ebbsfleet International Station and the surrounding area as a central venue for events and activities to take place, marking a refreshed approach to supporting community activity from the station management.



Image showing residents and visitors attending the Ebbsfleet and Northfleet Lions hosted 'International Classic Car Show' event at the Ebbsfleet International Station

4. Events and activities delivered through a partnership with stakeholders and EDC for the benefit of local communities with EDC or third-party funding.

4.1. EDC supported the Ebbsfleet Events Committee to deliver 'The Ebbsfleet Summer Market Fair' in Platinum Jubilee Park on the 20th and 21st July 2024. The event has been funded in part through the Ebbsfleet Community Fund, managed by Ebbsfleet Garden City Trust. The EDC provided information to local residents, answering questions about delivery timescales, education, and service charges. The market attracted over twenty local businesses and offered a wide range of food and drink, which in turn was well attended by local residents. This has been the third year that the Ebbsfleet Events Committee has been running both the Summer and Christmas Market events, and they are keen to make the market a more regular occurrence.



Images showing attendance and EDC presence at the Ebbsfleet Summer Market Fair which was held at Platinum Jubilee Park.

4.2. The Salvation Army delivered 5 Youth 'Pop-up events' across Ebbsfleet and the surrounding areas throughout August. The events included Swanscombe Park, Swanscombe Heritage Park, Platinum Jubilee Park in Castle Hill, Rosherville Gardens in Cable Wharf and at the basketball courts at Ebbsfleet Green. The Salvation Army excellently managed the events, and they provided a safe space for young people aged 11-18 to hang out, play sports, and take part in crafts activities during the summer period. EDC supported the events by loaning equipment, and we also attended the events to speak to young people and their families about local provision and their experience of living in the Ebbsfleet area. Some young people followed the events around Ebbsfleet and surrounding neighbourhoods, where they attended more than one event. The events provided the opportunity for partners to hear from the young people about where they feel safe and not so safe, and what they need in terms of safe spaces to hangout and feel welcome. The events also gave both EDC and the Salvation Army an opportunity to listen to parent's ideas and concerns and to be able to signpost residents to other services in the area. Feedback for the event will help inform activities for the proposed Mobile Community Space being planned in collaboration between EDC and the Salvation Army.

Summer pop-up events

for young people

THE SALVATION ARMY

Frisbee Golf

Chill out zone - a place to hang out

Football

Snacks

31st July Swanscombe Park

7th August Heritage Park, Swanscombe

14th August Jubilee Park, Castle Hill

21st August Rosherville Gardens, Cable Wharf

28th August Basket Ball Courts, Ebbsfleet Green

Wednesdays 6.30-8.30pm

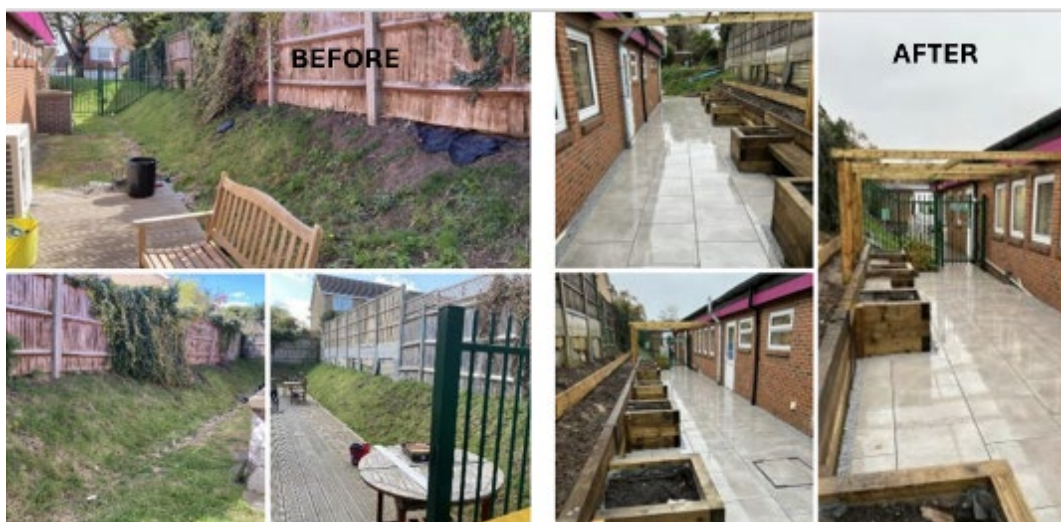
Supported by **EBBSFLEET GARDEN CITY**

For more information email ebbsfleet@salvationarmy.org.uk, look for us on social media, or call or text 07918287959
The Salvation Army is a Registered Charity No. 214779 and in Scotland SC009139

Promotion for the Summer 'pop-up' youth events which were hosted by the salvation Army over the summer and were attended by EDC Team.

4.3. EDC have supported the Alzheimer and Dementia Services Support Group to develop a Dementia friendly garden in Northfleet, which was opened on at a celebratory garden party on the 19th of July. EDC provided a grant of £2,650, which together with fundraising from other sources enabled the transformation of the existing space into safe and welcoming space for residents effected by Dementia, where research has proven the benefits of gardening for people with the condition. The completed, interactive, sensory garden is designed to improve mental and physical healthy, improve dexterity skills and cognitive function as well as overall wellbeing.

One user of the ADSS service said of the garden; *‘Coming here has completely changed my life. I used to sit indoors and get fed up, take myself off to bed. This has given me something to look forward to.’*



Images showing the concept of the 'Dementia Friendly Garden' and the implementation before and after the transformation.

4.4. On 16th July, a new public artwork was unveiled on Castle Hill. Wayfinding to Our Memories is a large-scale artwork by Sahra Hersi. It was commissioned by Cement Fields for Ebbsfleet Citizen Archive project supported by EDC and created in collaboration with Y1 and Y5 students at Cherry Orchard Primary Academy. Sited on Castle Hill Site D – the location of a future community and culture building the piece was developed through a series of workshops. These artist-led workshops saw young people reflected on their memories of home and their local area while listening to audio and film clips from Ebbsfleet Citizen Archive, featuring older residents' recollections. Inspired by these experiences, the students crafted wayfinding signs and drawings, blending their own memories with those from the archive. The artwork features symbols such as bunting, referencing the Queen's Jubilee, and ice cream, a shared memory across generations. Additionally, elements like trains and nods to the area's shipping heritage are included, reflecting both past and present. A QR code on the artwork will take people to the online [Ebbsfleet Citizen Archive](#). The piece has been transferred to EDC ownership and will stay for at least a year while plans for the site are developed.



Image of the new wayfinding public art installation at Castle Hill, created in collaboration with children from Cherry Orchard Primary School.

4.5. EDC, in partnership with 'BetterPoints,' ran the 'Let's Clean Up the School Run' challenge, over the summer term. The challenge aimed to encourage staff, parents, and students to walk, scoot or cycle to school rather than driving. Six schools, from Ebbsfleet and surrounding neighbourhoods signed up to the competition, prizes were awarded to individuals each week. The challenge ended on the 19th of July and had the following outcomes:

- 260 people registered for the challenge representing six local schools.
- School participants travelled 3,519 miles to school and back, potentially saving 964 kilos of CO2 and burning 371,533 Calories.
- over 100% increase in participation from 2021 School Challenge
- Overall, over 78% of participants stated the challenge encouraged them to think about the way they travel to school.
- 61% of participants stated the challenge encouraged them to be more active and encouraged them to use their car less often.

Some positive feedback from the challenge included:

'The morning school walk helped me to be active for the rest of the day.'

'I enjoyed being healthy and setting a good example for my children.'

'Walking has improved my mental health.'

'I can walk, run further than before.'

The winners of the School Challenge were:

- 1st place – Springhead Park Primary who won a prize of a visit to the school from an award-winning theatre company 'Histrionics,'
- 2nd place – Craylands Primary who won a cash prize of £250,
- 3rd place – Ebbsfleet Green Primary who won a cash prize of £150.

The funding is to be spent on gardening or sports equipment or resources to encourage active travel in the schools. The challenge has also contributed toward the delivery of EDC's environmental ambitions which include a focus on helping residents to choose more sustainable options.

4.6 As an update to the EDC and Countryside / Vistry commitment to jointly supporting two initiatives to drive social value, two North Kent College brick-laying students completed their health and safety and CSCS exams to gain certificates to work on the Ashmere site over the summer. Following 8 days of work experience, both students were offered L3 brick laying apprenticeships. We are extending this opportunity to electrical, plumbing and painting and decorating students in September. The partnership with the Hays 'Flourish' project, assisting homeless young people into work, has seen a young person complete their training who will be given work experience by Countryside during September. EDC are supporting both programmes by funding health & safety training and CSCS card exams so participants can work on site.

5. Events and activities delivered directly by EDC for the benefit of Ebbsfleet residents.

5.1. EDC utilised funding from Cycling UK to run four additional bike repair sessions across Ebbsfleet through July and August. The first two sessions saw over fifty bikes repaired and back on the roads. Residents were also given free bike repair kits. We were joined by the local police team at one of our events who provided a free security marking service. We also ran a guided bike ride around Ebbsfleet as part of the programme, which was fully booked. The funding aims to encourage more people to cycle, increasing awareness of how to repair simple maintenance issues and building up confidence to ride on roads and cycle paths. The sessions have also been extremely useful to EDC to ask residents what they feel are barriers to cycling locally and how we can address them. The events have been very well received by residents from Ebbsfleet and surrounding communities, and we shall therefore look for opportunities for further funding to continue the initiative moving forward.



Images of the Ebbsfleet Bike repair workshops which have been held in five neighbourhoods across the garden city are over the summer.

5.2. EDC have also continued our series of community Drop-ins in both Ebbsfleet and surrounding neighbourhoods. A Drop-In was held at Ebbsfleet International Station in July and a second in the Blue Bean Coffee shop in August to coincide with the Tuesday 'Coffee Craft' session. The monthly Drop-ins aim to improve accessibility to the EDC by providing a straightforward way for the local community to ask questions about the development and for us to signpost them to local services.



EDC staff hosted a 'drop-in' event at Ebbsfleet International Station during the summer.

5.3. EDC hosted three separate groups of students for all-day work experience in July. A group from Ebbsfleet Academy tested the newly developed Ebbsfleet 'tree mapping app' by logging all the trees within the Observatory grounds; another group from this school attended a day learning about garden city principles and urban design; whilst a final group of year 12s from Wilmington Grammar School for Boys completed group workshops on evaluating potential development land, and considering urban design and regeneration potential opportunities. In addition, a further group were facilitated to visits EDC's supplier AECOM's at their offices in central London.

5.4. An Exeter university student from Gravesham joined EDC on a 4-week paid internship during the summer. The anthropology student is our second summer intern and assisted with coordinating events, social media posts, with the Resident Satisfaction Survey, created her own sustainability project and captured feedback at the culture strategy review workshop.

Student feedback included: *"the tasks were diverse, the job did not feel repetitive, and each task had me learning new skills. Pitching to the CEO and talking to the whole company was a big confidence builder!"*

5.5. On the 3rd September, EDC hosted an event with various strategic Sports and Leisure partners including Sport England, the Football Foundation, Kent Football Association, Kent Cricket, KCC, DBC and GBC and Ebbsfleet United Football Club. The delegates were taken on a tour of Ebbsfleet to highlight the physical infrastructure that has been delivered to support Sports and Physical activities, and sites where provision is planned for the future. Following the tour, a discussion was held to support partners understanding on how to best input their specialist insight and knowledge of local need and demand into planning applications for Ebbsfleet, and to help them to consider other large scale planning applications across Kent. Finally, delegates took part in a workshop to review the Sport and Physical Activity Action Plan, created in 2019 as part of EDC's 'Towards an Active Ebbsfleet Strategy'. The event was extremely useful in strengthening the partnerships EDC has with these local and national bodies.



Stakeholders representing a range of sports governing bodies joined EDC and KCC to discuss lessons on planning for sports in large scale new places.

5.6. EDC brought together representatives from the Ebbsfleet Developers sales and marketing suite teams on Wednesday 11th September for a presentation on the overall Ebbsfleet development and a look at the model and from the terrace. The individual sales teams are very knowledgeable about their own developments but welcomed the opportunity to learn more about the Ebbsfleet-wide area, transport infrastructure, schools, parks and community assets in the pipeline. The Harbour Village, Alkerden Heights and Stonehaven Park teams were represented, with those who could not attend requesting an invite for future events. EDC hope that this initiative will help ensure consistency in messaging from developers to potential new residents and those as they move to their new homes in the garden city.

6. Forward Look

- 6.1. EDC are planning a series of Welcome events in October which are designed to welcome new residents to the area and help them orientate themselves to local facilities and activities. We will be combining these with tree and plant giveaways as part of our Environmental Strategy to encourage residents to make steps towards a more sustainable environment. The events will be held in the newer development areas where less events have been held to date, including Ashmere, Harbour Village and Ebbsfleet Cross.
- 6.2. EDC will be speaking at the Social Value Conference on Tuesday 15th October on the topic: "Buildings can (and should) deliver more value for our communities". The Social Value Awards are also hosted at the end of the conference on Thursday 17th October. EDC have been shortlisted in the category of Public Leadership and are awaiting notification on another entry for Radical Collaboration, an entry which features our success in developing 'Get Active in Ebbsfleet' through the Betterpoints app.
- 6.3. During the autumn, The Ebbsfleet Baptist Church are planning a couple of events for Harvest, which will include collections for the local foodbank. They will also repeat the Light Party at Halloween for younger children as this was exceedingly popular last year.
- 6.4. On Saturday 12th October the Place Partnership will launch their 2-year programme of activity at the 'The Hive', Northfleet. The Place Partnership is a collaboration between Gravesham BC, EDC and Creative Estuary aims to further develop culture and the creative industries, SME growth and youth engagement as drivers for social and economic regeneration in Northfleet North. The programme is jointly funded by EDC, GBC and Arts Council England.

Ebbsfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Social Value

Paper Number: EDC 024/065

Presented By: Mark Pullin, Director of Planning and Place & Lara Pool, Inclusive Growth Manager

Sub Committee: Not Applicable

Purpose of Paper and Executive Summary

This paper updates the Board on the social value generated by EDC, its suppliers, developers and housebuilders across Ebbsfleet Garden City in 2023/24.

The relevant data has been incorporated into the 23/24 Impact Report detailing how EDC is working with local residents, education establishments, developers and contractors to maximise the benefits of the development of Ebbsfleet for local people, through social value and inclusive growth.

EDC Business Plan & KPIs

The social value created will make a significant contribution to our Business Plan aim of addressing inequalities, and has contributed to KPI 10 Investment in Social and Community Infrastructure.

Recommendation FOR INFORMATION

Board is asked to **NOTE** the Social Value generated and recorded in 2023/24.

Annexes

Annex A EDC's prioritised TOMs

Delegation

Not Applicable.

Financial Impact

There is no financial impact from this report other than the small cost of producing and publishing the Impact Report.

Legal Impact

The creation of Social Value contributes to EDC meeting its Public Sector Equalities Duty.

Equalities Impact

Our approach to generating Social value is designed to help address inequalities in Ebbsfleet and the adjoining area through ensuring the benefits of the development impact positively on local residents, community groups, schools, charities and businesses.

Stakeholders Impact

The Social Value created makes a positive impact on local communities by helping them to benefit from the investment delivered in Ebbsfleet.

Sponsor Impact

There is no specific impact on MHCLG of the matter covered in this report.

1. Introduction.

- 1.1 In order to measure and report on social value generated, EDC uses an online platform, the Social Value Portal (SVP), which incorporates the Nationally recognised TOMs (Themes, Outcomes and Measures), EDC prioritised 18 TOMs based on known local need - see Annex A.
- 1.2 This paper summarises the social value generated for the period January 2023 – March 2024. The extended period of 15 months is to bring our future reporting period in line with financial years.
- 1.3 The latest 'Impact Report 2023/24' with case studies and further detail of the outcomes and impact created by EDC and our partners, will be published shortly.

2. Impact 2023/24.

- 2.1 The SVP have calculated the social value generated in the January 2023 – March 2024 inclusive period as **£11,454,529**. This comprises **£3,633,927** of EDC activity and direct investment and **£7,820,902** of third-party developer activity.

3. Third-party Developer Contributions

- 3.1. Although under no obligation to assist in delivering against EDC's social value ambitions, housebuilders and developers have once again chosen to create social value through reporting on their local workforce and additional activity that benefits local people. This equated to over £7.8m for the period.

Table 1. Existing developer total social value created Jan 23 – March 24

Developer and neighbourhood	Social value delivered	percentage
Countryside Clarion - Ashmere	£2,840,424.50	36%
Keepmoat - Cable Wharf	£67,061.39	1%
Erith Contractors - Ebbsfleet-wide	£2,712,704.45	35%
Taylor Wimpey - Castle Hill	£262,212.97	3%
Redrow - Stonehaven Park	£934,632.38	12%
Redrow - Ebbsfleet Green	£537,949.63	7%
Redrow Regional Office	£465,916.48	6%
Total	£7,820,901.80	

- 3.2 Countryside Clarion (Eastern Quarry) LLP at Ashmere created the greatest social value in the period, with Erith Contractors closely behind. Redrow's two developments plus their regional office created 25% of the total social value.
- 3.3 Employment of local people generated the highest social value across all activity in Ebbsfleet. Housebuilders, developers and sub-contractors employed 210 local residents of Dartford and Gravesham Boroughs, averaging 16.8 full time local employees on each site and 15.75% of the total workforce.
- 3.4 Employing apprentices also created close to another £500k, with 30 apprentices employed, 11 of whom work on the Ashmere development.
- 3.5 These 2 employment TOMs equated to 98% of developer's total social value.
- 3.6 It's important to mention that some Ebbsfleet developers did not submit their local labour figures for the period, meaning the total social value could potentially be even higher.

4. EDC Corporate Activity

- 4.1 EDC creates social value both through its 'direct investment' into relevant projects which the SVP have verified as scoring as Social Value', such as community facilities, arts and culture, environmental project etc. and through other activities such as the employment of local people, and procurement.
- 4.2 EDC activity and direct investment created £3,633,627 of social value.
- 4.3 32.32% of EDC's workforce is local, which is over our 25% target.
- 4.4 The 'Impact Report 2023/24' details how we have achieved this and, more importantly, the impact of assisting local people into work, creating community cohesion and promoting a healthy lifestyle. Arts and culture, active lifestyles and environmental projects are embedded into EDC's activities equating to £1,944,235 of the total EDC social value generated (53.5%).

5. Comparison to 2022 figures.

- 5.1 Although the social value created through a local workforce is significant, it is lower than the previous period of January 2022 – December 2022. These figures are not validated by the SVP and there are a number of potential reasons for this reduction:
 - Countryside had completed Springhead Park and reported on the joint venture with Clarion at Ashmere only.
 - Chartway had completed development at Alkerden by this latest reporting period, as had Balfour Beatty on the road infrastructure projects.

- Keepmoat submitted substantially more in 2022, however there has been inconsistency in their personnel over the reporting period.

5.2 EDC's own direct investment and activity has increased from £1,032,640 in 2022 to £3,633,627 in the latest period.

5.3 We have increased activity within the community such as BetterPoints campaigns, the bicycle repair workshops and support of creative projects, and our recently agreed sustainability, decarbonisation and bio-diversity action plans have also started to deliver to a greater extent against the Environmental TOMs. Our direct investment in community assets and transport schemes have also increased social value generated during the period.

6. Recommendations

6.1 Board is asked to note the Social Value generated and recorded within the Ebbsfleet area in 2023/24.

Annex A.

EDC's prioritised TOMs

Theme	Outcome	Measure	NT Ref	
Jobs: Promote Local Skills and Employment	More local people in employment	No. of full time equivalent local employees (FTE) hired or retained for the duration of the Contract	NT1	
		Percentage of local employees (FTE) on contract	NT2	
	More opportunities for disadvantaged people	No. of full time equivalent local employees (FTE) hired on the contract who are long-term unemployed (unemployed for a year or longer)	NT3	
		No. of full time equivalent local employees (FTE) hired on the contract who are NOT in Employment, Education, or Training (NEETs).	NT4	
		No. of full time equivalent employees (FTE) hired on the contract who are registered as unemployed	NT76	
	Improved skills	No. of staff hours spent on local school and college visits e.g. delivering career talks, curriculum support, literacy support, safety talks (including preparation time)	NT8	
		No. of weeks of apprenticeships or T-Levels (Level 2,3, or 4) provided on the contract (completed or supported by the organisation)	NT10	
		No. of hours of 'support into work' assistance provided to unemployed people through career mentoring, including mock interviews, CV advice, and careers guidance	NT11	
	Improved skills for disadvantaged people	No. of hours of 'support into work' assistance provided to unemployed people through career mentoring, including mock interviews, CV advice, and careers guidance	NT11	
	Improved employability of young people	No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)	NT12	
	Growth: Supporting Growth of Responsible Regional Business	More opportunities for local MSMEs and VCSEs	Provision of expert business advice to VCSEs and MSMEs (e.g. financial advice / legal advice / HR advice/HSE)	NT15
			Total amount (£) spent in LOCAL supply chain through the contract	NT18
Social: Healthier, Safer and more Resilient Communities	Creating a healthier community	Initiatives taken or supported to engage people in health interventions (e.g. stop smoking, obesity, alcoholism, drugs, etc.) or wellbeing initiatives in the community, including physical activities for adults and children	NT26	
	More working with the Community	Donations or in-kind contributions to local community projects (£ & materials)	NT28	
		No. of hours volunteering time provided to support local community projects	NT29	

		No. of hours volunteering time provided to support health-care related charity and community projects	NT29a
Environment: Decarbonising and Safeguarding our World	Safeguarding the natural environment	Donations or investments towards initiatives aimed at environmental and biodiversity conservations and sustainable management projects for both marine and terrestrial ecosystems	NT67
		Resources (on the contract) dedicated to creating green spaces, improving biodiversity or helping ecosystems	NT85
	Sustainable Procurement is promoted	Percentage of procurement contracts that include sustainable procurement commitments or other relevant requirements and certifications (e.g. to use local produce, reduce food waste, and keep resources in circulation longer.)	NT35

EDC's additional activity and direct investment is measured through the 4 Innovation TOMs:

Innovation: Promoting Social Innovation	NT50	Innovative measures to promote local skills and employment to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.
	NT51	Innovative measures to promote and support responsible business to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.
	NT52	Innovative measures to enable healthier, safer and more resilient communities to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.
	NT53	Innovative measures to safeguard the environment and respond to the climate emergency to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.

Ebbfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Development, Infrastructure & Enabling Update

Paper Number: EDC 024/066

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 & 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.

Delegation

Not Applicable

Financial Impact

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

Legal Impact

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

Equalities Impact

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

Stakeholders Impact

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

Sponsor Impact

We engage with MHCLG 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
 - Ebbsfleet Central
 - Blue Lake
 - Grove Road South
 - Northfleet Embankment East

- Infrastructure and Enabling Works Projects
 - Springhead Bridge
 - Northfleet Waste Water Treatment Works
 - Electricity Supply Infrastructure
 - Waste Management
 - Fastrack – Bath Street Contraflow
 - Fastrack Bean Tunnel
 - Smart Transport - UTMC

2. Health, Safety and Wellbeing

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 May 2024.

Development Projects

3. Ebbsfleet Central

- 3.1. The outline planning application for Ebbsfleet Central East achieved a resolution to grant from the EDC Planning Committee on 15 July.
- 3.2. Work on the Phase 1 element of the project has continued, with the RIBA Stage 2 design of the infrastructure required to facilitate the first stage of development on the site progressing well and to programme. RIBA Stage 2 design is scheduled to complete at the end of September 2024.
- 3.3. Work to complete the Outline Business Case for the Phase 1 element of the project continues and, with support of colleagues at the Ministry of Housing, Communities and Local Government (MHCLG), we have continued to engage with the specific 'subject matter expert's across areas such as Risk, Economic Appraisal and Commercial and have agreed a timetable for early review and comment on the OBC before its finalised over the next couple of months.

4. Blue Lake

- 4.1. The Strategic Outline Case, together with associated expenditure to progress the project to OBC stage, for the infrastructure solution to unlock Blue Lake as a natural park led asset was approved by the EDC Board in March 2024 and was approved by MHCLG in mid-September 2024.
- 4.2. The project will now be mobilised, with the initial focus of work being appointing a consultant team to develop up the proposals to OBC stage.

5. Grove Road South

- 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 approved by MHCLG in early September 2024.
- 5.2. We continue to discuss the wider flood defence requirements for the area with the Environment Agency, and are working with other landowners in the area to put together a strategy for the regeneration of the area.

6. Northfleet Embankment East

- 6.1. The full planning application for Northfleet Embankment East achieved a resolution to grant from the EDC Planning Committee on 8 May and a decision notice was issued on 19 July 2024.
- 6.2. We are now undertaking a programme of further technical investigations to enable the cost of delivering the project to be better defined. These include ground condition surveys and electricity capacity studies.

Infrastructure and Enabling Projects

7. Springhead Bridge

- 7.1. Following written confirmation from KCC that they will adopt the bridge on satisfactory completion of the minor remedial works required, we have commenced the process of procuring a contractor. We are aiming to commence the works in January 2025.
- 7.2. We are still awaiting approval from MHCLG to the additional expenditure of £300k to complete the remedial works that the Board approved in June.

8. Northfleet Waste Water Treatment Works

- 8.1. The Northfleet project in association with Southern Water (SW) is still on hold until April 2025. However, we are in conversation with the SW project team regarding a remobilisation plan and their current position following their recently approved AMP funding envelope. Further reviews are also on-going relating to an outline cost plan to bring forward all works relating to design, planning, environmental and technical solutions regarding odour control measures to investigate whether forward funding would be appropriate.

9. Electricity Supply Infrastructure

- 9.1. The contract variation with UKPN is now signed and works have commenced on the build for the Northfleet Embankment Primary Substation.
- 9.2. UKPN have completed the initial stage of the Phase 2 - 33kV cable routing to the A2260 roundabout which will connect Ebbsfleet Grid to the two proposed primary substations.
- 9.3. Further design work is now required to be able to complete the next section of cable routing to NE and EC Primary substations.

10. Fastrack - Bath Street Contraflow

- 10.1. The contraflow lane has now been running successfully with public transport, taxis and other road users benefitting from the new layout. The new C2 Fastrack service launched in early July 24, has been using the route and has reported a growing patronage.
- 10.2. The final works to complete the electricity connections and footway construction were undertaken earlier this month. With this milestone achieved, an official opening event and ribbon-cutting ceremony is planned for 15th October 24 to celebrate the scheme's completion.

11. Fastrack - Bean Tunnel

- 11.1. KCC submitted their revised planning application for the tunnel on the 15th of July which has subsequently been validated. They are targeting a determination in November 24. Alongside this submission a review is also underway to ensure that the detailed design still meets all relevant criteria and standards. KCC are stating they will run a contractor procurement exercise between November 24 and January 25, in order to commence works in March 25.
- 11.2. Further meetings have taken place to review the overarching contract and funding agreement with our legal team and representatives from KCC. We are

targeting completing the updated agreements ahead of contract award in late February 25.

12. Smart Transport – UTMC

- 12.1. All signal works and variable message sign installations are complete, and the urban traffic management control system is fully operational. Following receipt of a final account from KCC in August 24, a project closure report was approved earlier this month, and the project is now closed.