

# Ebbsfleet Development Corporation Board

<b>PART I BOARD ITEM</b>
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**Title of Paper: Chief Executive's Part One Update**

**Paper Number:** EDC 024/074

**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**

Annex A – Quarter 2 Performance Report

**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. Board are aware of the two stage process for confirming Departmental, and subsequently EDC, financial allocations that has been set in train by the Government. Stage 1 was concluded on 30 October with the budget announcements, and confirmation of Departmental budgets for 24/25 and 25/26.
- 2.2. At the time of writing, the Corporation is awaiting confirmation from MHCLG of the financial allocations it is making to EDC for that same period. I will provide an update at the meeting if there is any.
- 2.3. Stage 2 of the SR process, with consideration and allocation of longer term financial allocations will now commence and we took Board through our intended approach to our submission at the Strategy Day last month. At the time of writing, there is no further information on exactly how or when further information will be required from us by MHCLG to inform their Departmental bid. It is expected that those longer term financial allocations will be announced in the Spring 2025.

## **3. Corporate Plan 2025-30**

- 3.1. Board are aware that our current Corporate Plan runs to the end of March 2025 and that we have previously set out a process for preparing and submitting for Board approval a new plan to cover the period 2025-30. At the Board Strategy Day last month, we shared with the Board some early thoughts on key elements of the draft plan, and described some of the workstreams that the officer team have underway to provide further required sections of the Plan.

Key Dates for the Board were agreed at the September meeting 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.

#### **4. Governance**

- 4.1. Ministers have approved the appointment of Cllr James McInroy as the Kent County Council representative on the Planning Committee and James has attended his first meetings.
- 4.2. Ministers have also approved the process to recruit and appoint two Independent Members of the Planning Committee and that process is underway.

#### **5. Quarterly Performance Report**

- 5.1. Attached at Annex A is a report on our overall performance against the corporate priorities set out in our annual Business Plan for 2024/25, together with progress against the quantitative KPIs.
- 5.2. So far this year, there has been good progress against both the business plan priorities and KPIs.
- 5.3. Highlights include:
  - 152 new homes were delivered across the developments in Q2, taking the total number of homes to date in the Ebbsfleet urban development area to 4,589.
  - The outline planning application was approved for Ebbsfleet Central East in July 2024 at Planning Committee, and work is progressing well on the Outline Business Case which is due to be submitted by the end of 2024.
  - The Full Business Case for Alkerden Hub has been approved by the EDC Board and has been submitted to MHCLG.
  - The Strategic Outline Cases for Blue Lake Park and Grove Road have been approved and work is progressing on the projects.
  - The Residents Satisfaction Survey was launched in September 2024.
- 5.4. We are aware at this stage that some KPIs and corporate priorities will unfortunately not be met this year, including KPI 5 on our target for community and commercial floorspace. This is because one of the community facilities that we expected to come forward in 2024/25 has been delayed and is now expected to be delivered in summer 2025.

#### **6. Boardroom Apprentice Programme**

- 6.1. Today is Richard Garvey's last meeting as our 2024 Board Apprentice. Richard has made a very positive contribution to the work of the Board throughout the year and we thank him for his input and wish him every success for his future career.

- 6.2. Richard and I have had regular catch ups following Board meetings to reflect on learning points. This has proved invaluable to me and given me an opportunity to reflect on each meeting. Very best wishes for the future Richard.
- 6.3. In the new year we hope to welcome our third Boardroom Apprentice.

**2024/25 Corporate Performance Update – Quarter 2 (Progress to 30<sup>th</sup> September 2024)**

The EDC’s 2024/25 Business Plan set out a number of priority actions that the Corporation is seeking to deliver by the end of March 2025.

The table below reports on EDC’s progress against each of these priorities as at 30<sup>th</sup> September 2024.

The table below provides a status update on each of these alongside a RAG rating as follows:

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

Commitment By the end of March 2025, we will have:	Comments (Progress up to 30 <sup>th</sup> September 2024)	RAG STATUS
Obtained outline planning permission*1 for Ebbsfleet Central East, progressed detailed design of the enabling and infrastructure works for the first phase through to RIBA Stage 2 design, and prepared and submitted the Outline Business Case for the first phase development platform.	<p>The outline planning application gained resolution to grant at Planning Committee on 15<sup>th</sup> July 2024. The Section 106 legal agreements required for the decision notice to be issued are progressing well.</p> <p>RIBA Stage 2 design of Phase 1 Infrastructure has been completed.</p> <p>The Outline Business Case has been drafted, with continued input from specialists at MHCLG, and is expected to be submitted by the end of 2024.</p>	<b>GREEN</b>

*\*1 & 2: It should be noted that nothing in the way these actions are phrased or set out will pre-determine the exercise by the Corporation acting as Local Planning Authority of any function under the Planning Acts.*

<b>Commitment</b> <b>By the end of March 2025, we will have:</b>	<b>Comments (Progress up to 30<sup>th</sup> September 2024)</b>	<b>RAG STATUS</b>
<p>Appointed a creative marketing agency to deliver the brand and visioning for Ebbsfleet Central, with the stakeholder research, insight reports and strategic marketing plan completed.</p>	<p>The Yard Creative have finalised the first stage of research to inform the brand and vision, including interviewing key stakeholders and surveys with the local community. The next stage to develop the branding and visioning strategy is underway and is due to complete in January 2025. Development of the place narrative will also begin in November 2024.</p>	<p><b>GREEN</b></p>
<p>Prepared and submitted the full business case for Northfleet Embankment East having obtained planning permission*<sup>2</sup> and achieved RIBA Stage 4 design.</p>	<p>The decision notice, confirming the approval of the full planning application has now been received, following the signing of the relevant legal agreements. It has been agreed that the next stages of work will first comprise a period of additional due diligence and de-risking activities, including the establishment of a full remediation strategy, before RIBA Stage 4 design will commence. As such, RIBA Stage 4 design and the submission of a Full Business Case for the scheme will not be achieved by the end of March 2025.</p>	<p><b>RED</b></p>
<p>Completed the grant agreement to enable the developer to start on site delivery of the Ebbsfleet Green community buildings.</p>	<p>Works have commenced on site with completion of the new Community Buildings forecast in 2025. Legal agreements are in final form with completion subject to Redrow governance and anticipated in October 2024.</p>	<p><b>GREEN</b></p>
<p>Concluded the Principal Inspection and the required legal process to facilitate KCC adoption of Springhead Bridge.</p>	<p>The Principal Inspection concluded with minor works to be undertaken. We have agreement with KCC at a senior level that the Adoption of Springhead Bridge will follow completion of the above and KCC snagging list dated February 2024. Contractor procurement is currently underway and will be concluded by mid-November. Minor legals are to be concluded in tandem with the above to facilitate adoption. MHCLG have approved the additional £300k CDEL to complete the works.</p>	<p><b>GREEN</b></p>

<b>Commitment</b> <b>By the end of March 2025, we will have:</b>	<b>Comments (Progress up to 30<sup>th</sup> September 2024)</b>	<b>RAG STATUS</b>
<p>Concluded the legal agreements to enable the increased investment in the Electricity Infrastructure project and instructed UKPN for the remaining electrical infrastructure works.</p>	<p>The Variation 5 legal agreement with UKPN was completed in July, which included formal instruction to continue with the construction programmes.</p> <p>Final acceptance over the equalisation of costs per MVA due to inflation has been achieved.</p> <p>License to Occupy and Deed of Covenant are included within the existing agreement and will be updated on the energisation of the final substation in 2027.</p>	<b>GREEN</b>
<p>Completed work on the capacity study for Ebbsfleet Central West, including development on Car Park D, and commenced the preparation of a Strategic Outline Case.</p>	<p>The masterplan for Ebbsfleet Central West has been finalised, with final engagement with Natural England and wider landowners being undertaken to complete this work. Initial work to inform the Strategic Outline Case including costing the proposals has begun.</p>	<b>GREEN</b>
<p>Following approval of the Strategic Outline Case, initiated work on the preferred way forward for the Blue Lake project, including appointing a design team to commence the design and planning process.</p>	<p>The Blue Lake Strategic Outline Case was approved by MHCLG on 10<sup>th</sup> September 2024. The detailed project plan has been finalised and procurement for the design team is due to begin by the end of 2024.</p>	<b>GREEN</b>
<p>Progressed the preferred way forward for the Grove Road South project and made substantial progress in the development of an Outline Business Case.</p>	<p>The Strategic Outline Case was approved by MHCLG in September 2024 and the team have initiated work with other landowners in the area to put together a strategy to regenerate the area.</p>	<b>GREEN</b>
<p>Working with our partners, facilitated a start on site at the Alkerden Education Campus.</p>	<p>Works have commenced on site for the Alkerden Education Campus.</p>	<b>GREEN</b>

<p>Prepared and submitted a Strategic Outline Case for the Health and Wellbeing Hub and progressed work on the preferred way forward.</p>	<p>Various workstreams are underway to support the development of a Strategic Outline Case for the Health and Wellbeing Hub, including reviewing health space requirements with the Integrated Care Board, the wider community space requirements and exploring long term operational considerations.</p>	<p><b>GREEN</b></p>
<p>Prepared and submitted a Full Business Case for Alkerden Hub.</p>	<p>A Full Business Case for the Alkerden Hub was approved by the EDC Board in September and has been submitted to MHCLG.</p>	<p><b>GREEN</b></p>
<p>Prepared and submitted a Strategic Outline Case for the site adjacent to Northfleet Station and progressed a preferred way forward in order to enable community provision on the site.</p>	<p>Several workstreams are underway to develop the Strategic Outline Case including business and economic modelling. The Strategic Outline Case is being prepared for consideration by the EDC Board in early 2025.</p>	<p><b>GREEN</b></p>
<p>Through collaboration with KCC, provided an interim Fastrack Bus Service utilising available infrastructure, pending commencement of the permanently routed service, and ensured effective communication with residents of the service plans.</p>	<p>The Fastrack C2 temporary bus service commenced on Sunday 7<sup>th</sup> July 2024 and is now a well-established service, with up to 1,916 passenger journeys per week.</p> <p>The Fastrack secondary route to Bluewater via Hedge Place roundabout is scheduled to complete by November 2025, subject to the housing developers' progress on their S106 obligations.</p>	<p><b>GREEN</b></p>
<p>Following completion of feasibility and initial design work by Southern Water, prepare a Strategic Outline Case and Full Business Case that appraises an investment into 'odour control measures' at the Northfleet Wastewater Facility.</p>	<p>The Southern Water Board have approved the Northfleet WWTW growth scheme within their next 5-year Asset Management Period (AMP). Discussions with SW are ongoing with regards to a new funding agreement to explore designs for extra over odour controls associated with the existing facility. Remobilisation of SW project resources is being reviewed in conjunction with the above.</p> <p>Subject to the spending review, business cases will be progressed in line with the above.</p>	<p><b>GREEN</b></p>



<p>Produced and implemented a Corporation Environmental Action Plan including an appropriate future energy solution for the Observatory.</p>	<p>The Corporate Sustainability Action Plan has been produced. The Carbon Audit for 2023-24 has been completed. The Travel Plan for the Observatory has been updated with a workshop held to familiarise staff with opportunities, a car share scheme has been established and an options study for a pool car has been completed.</p> <p>Work on the energy requirements and solutions for the Observatory are being reviewed in light of updated technical information relating to the building.</p>	<p><b>GREEN</b></p>
<p>Proactively engaged with local people, including through the quarterly Community Board and annual Residents Satisfaction Survey, to continue to develop our understanding of how best to meet resident needs and ambitions as the community grows.</p>	<p>The Ebbsfleet Community Board are taking forward their Resident Connectedness Action Plan and have set-up a working group to deliver their 'Our Ebbsfleet' brief to deliver a digital resource of useful information to help create a vibrant and inclusive Ebbsfleet.</p> <p>We have delivered a series of 5 Community Drop-ins, to help understand local priorities and interests.</p> <p>We have published resident guides for Harbour Village and Croxton &amp; Garry to help understand planning requirements for those developments.</p>	<p><b>GREEN</b></p>

<p>Delivered a community-led programme of events, activities and capacity training which fosters a vibrant community and builds capacity of local people to maintain a successful programme going forward.</p>	<p>We have launched a refreshed Edible Ebbsfleet Campaign, including the delivery of 3 community neighbourhood planting days at Northfleet, Alkerden Gateway, and Cherry Orchard School.</p> <p>With funding and support from EDC, two new Edible Gardens have been opened at Ebbsfleet Green School and Knockhall School.</p> <p>In partnership with Cement Fields, we delivered 2 Citizen Archive heritage walks and workshops in both Greenhithe and Swanscombe and celebrated the conclusion of the project with the launch of the Ebbsfleet Citizen Archive in an event in Northfleet.</p> <p>15 events of various scales and focus have been delivered with Ebbsfleet residents and stakeholders to date, including the annual Fusion Festival, several welcome events, heritage walks, bike repair workshops, together with a series of summer fairs and markets delivered by partner organisations with EDC's support.</p>	<p><b>GREEN</b></p>
<p>Delivered our next series of programmes focusing on apprenticeships, mentoring, employability and education outreach.</p>	<p>The Education Outreach Programme was procured and awarded to Construction Youth Trust for delivery from Q2 2024 – Q4 2026.</p> <p>We have attended 8 careers fairs and sessions in local schools and have supported the delivery of 6 work experience taster days with EDC, Arcadis, Gowlings and AECOM.</p> <p>We funded CSCS courses for 2 trades students from North Kent College, brokering work experience for them both, leading to apprenticeships in bricklaying with Flahive Bricklaying at Ashmere.</p> <p>We funded 1 CSCS course for a participant in Hays Flourish's employability programme assisting young people out of homelessness.</p>	<p><b>GREEN</b></p>

<p>Implemented our social value ambitions to benefit Ebbsfleet residents and neighbouring communities and captured our impact through the Social Value Portal and Match my Project tools.</p>	<p>All social value data for Jan 2023 – March 2024 has been validated and shared with the EDC Board. The Impact Report is at final draft stage before publication in Q.3. During the reporting period over £11m of social value has been delivered by EDC and housebuilders for the benefit of local residents.</p> <p>There is continuous promotion of Match My Project to our suppliers and developers. There are now 29 suppliers and 26 community groups on the platform, with 5 offers of support and 7 projects needing support.</p>	<p><b>GREEN</b></p>
<p>Met our statutory planning performance targets across the year by continuing to provide a high-quality planning service which engages with developers in a positive and constructive way during the entire development lifecycle.</p>	<p>The planning performance during Q2 has exceeded the statutory planning performance levels. Key planning decisions during Q2 include committee resolutions to approve an outline application for mixed use development at Ebbsfleet Central East, as well as reserved matters approvals for new homes at Alkerden Parcel 3, employment development at Northfleet Embankment West and sections of the Fastrack route in both Whitecliffe and Northfleet Riverside.</p> <p>Pre-application discussions have also taken place with developers on landowners at other plots, including the emerging area master plan and design code for Ebbsfleet Central East and proposed redevelopment at the Manor Way Industrial Estate. Regular liaison is taking place with developers and landowners across Ebbsfleet.</p> <p>We started a public consultation on the planning validation checklist to support requirements of the emerging Sustainability Design Guide.</p>	<p><b>GREEN</b></p>

<p>Delivered the next annual programme of projects within the Environmental Sustainability Action Plan, including the publication of our first annual carbon management report.</p>	<p>During Q2, we completed the web-development of the GreenMap tool and the filming of a suite of promotional films to support the launch of the GreenMap, which successfully launched in September and already has over 4,000 trees mapped.</p> <p>Public engagement has been carried out on The Sustainable Assessment and Design Guide.</p> <p>Ecological surveys have been undertaken throughout the summer months as part of the habitat management plan project. Two community nature walks will also be facilitated by our consultant ecologists, including a dusk bat walk, to introduce residents to the local habitats and wildlife.</p> <p>The Carbon Management report will be published by the end of Q4.</p> <p>We have also supported a number of EDC projects facilitating delivery against the Sustainable Performance Framework for Ebbsfleet Central and Castle Hill Site D.</p>	<p><b>GREEN</b></p>
<p>Continued to deliver excellence in design and sustainability through EDC's design management system, providing high quality design advice, assessment and design review by the Ebbsfleet Design Forum.</p>	<p>We have delivered design management across 8 projects during Q2, including full design assessments (BFHL, Street audits, sustainable travel assessments and AMP audit) for three schemes, Alkerden Parcel 3, Northfleet Riverside Phase 3, and Ebbsfleet Central. Our design enabling has been focused on Ebbsfleet Central's area masterplanning and the associated car parking structure in Phase 1, Ashmere Phase 3, the Major Urban Park in Alkerden, an extra care living project in Alkerden, and pre-commencement conditions for Alkerden 5B.</p> <p>We have coordinated the provision of a Design Forum for Ashmere Phase 3, and supported significant improvement in the architecture and layout post review, removing a parking court and integrating the parking back into the house footprints, to respond to planning committee concerns.</p> <p>A full review of the Design for Ebbsfleet website has been completed to simplify navigation, and align better with the Government's preferred design coding approach to design guidance provision. The Sustainable Travel website and Public Realm Strategy websites have been integrated into the main site, allowing us to close this site down.</p>	<p><b>GREEN</b></p>

<p>Continued to strengthen the reputation of the Corporation as an effective delivery organisation through engagement with community and corporate stakeholders, including attending events, speaking engagements, and industry networking to demonstrate the successes and work achieved.</p>	<p>The Corporation has contributed to a number of workshops with Ministers, officials and government advisors, including the New Towns Taskforce, focussing on the experience and lessons learnt from delivery at Ebbsfleet. Officers have also attended the Kent Construction Expo and held a number of meetings with senior staff at partner organisations such the Environment Agency, Kent County Council and local Education Trusts. Officers continue to engage regularly with community groups across the local area, and meet residents at 'drop in' sessions.</p>	<p><b>GREEN</b></p>
<p>Ensure we are well prepared to make any submissions for the next Spending Review period, including developing the required associated Corporate Plan for the period beyond April 2025.</p>	<p>The Government spending review (SR) process, to be held at the end of October 2024 will confirm budgets for 2024/25 and 2025/26. There will then be a further SR process to confirm future years beyond 2025/26, anticipated to occur in the Spring of 2025. The Corporation has been reviewing its CDEL and RDEL requirements and timings of any receipts for the period to 2028/29. Initial discussions with the Sponsor Department have been held and figures have been submitted for 2024/25 and 2025/26 stating EDC's funding requirements.</p> <p>Work to prepare the Corporation's next corporate plan to cover the period 2025-2030 has commenced.</p>	<p><b>GREEN</b></p>
<p>Continued to develop our organisational effectiveness through implementing our organisational development action plan for 2024/25, and ensuring we have the right skills and capacity within our staff team.</p>	<p>The 2024/25 organisational development action plan has been agreed. The plan covers 5 action areas: ways of working, organisational readiness for the next corporate plan/spending review period (including resourcing and skills), learning &amp; development, internal engagement/team building and health &amp; wellbeing. Actions within these 5 areas are now being implemented.</p>	<p><b>GREEN</b></p>
<p>Implemented a series of improvements to procurement and contract management procedures, in order to ensure we maintain high levels of probity and financial management, and in recognition of the increasingly complex and higher value projects that the Corporation is undertaking.</p>	<p>The Corporation's procurement procedures have been reviewed and improvements implemented to streamline the process and make the systems easier for procuring managers to use. Some further enhancements to the procurement policy are being presented to the November Board seeking approval. Procurement training has been provided to staff on the updated policy and specific procurement activities.</p>	<p><b>GREEN</b></p>

<p>Further enhanced our processes to support our objective to advance equality of opportunity in accordance with the Public Sector Equalities Duty.</p>	<p>A review/audit of the Corporation’s existing plans and processes in connection with the Public Sector Equality Duty has completed, led by an external specialist. This has resulted in a series of recommendations which the Exec team has agreed to implement. The action plan resulting from this will be reported to Board in early 2025.</p>	<p><b>GREEN</b></p>
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<p><b>Table 2: Key Performance Indicators</b></p>			
<p><b>KPI</b></p>	<p><b>Category</b></p>	<p><b>2024/25 Measure and Target</b></p>	<p><b>Performance Summary at end of Q2</b></p>
<p><b>1</b></p>	<p>Housing Delivery</p>	<p>During the year the EDC will facilitate <b>620</b> new home completions</p>	<p><b>ON TARGET</b></p> <p>During the second quarter, 152 new homes were delivered, bringing the annual total to 393 homes. This brings the total number of homes in the Ebbsfleet urban development area as of 30<sup>th</sup> September 2024 to 4,589.</p> <p>The new homes were distributed across the following developments during Q2:</p> <ul style="list-style-type: none"> <li>• 24 – Ebbsfleet Green</li> <li>• 52 – Cable Wharf</li> <li>• 20 – Harbour Village</li> <li>• 20 – Ashmere</li> <li>• 36 - Alkerden</li> </ul> <p>We are on track to meet the annual target of 620 new home completions.</p>
<p><b>2</b></p>	<p>Quality of Homes &amp; Neighbourhoods</p>	<p><b>100%</b> of homes consented after 1 April 2018 and completed in 2024/25 will achieve Building for a Healthy Life 'green light' assessment.</p>	<p><b>ON TARGET</b></p> <p>100% of the homes completed so far this year have achieved a pass under Building for a Healthy Life assessment.</p>

Table 2: Key Performance Indicators			
KPI	Category	2024/25 Measure and Target	Performance Summary at end of Q2
3	Diversification of Housing	No target for 2024/25.	<p>No target for 2024/25.</p> <p><i>Housing diversity continues to be an important KPI area for the Corporate Plan period (2021-25); a residential phase of development consisting of private rented sector homes has commenced and there may be completions in February/March 2024 but most of the completions are forecast for 2025/26. Pre-application discussions are also taking place on an older persons' schemes leading to improved diversification over a period longer than this single year plan.</i></p>
4	Affordable Homes	<ul style="list-style-type: none"> <li>At least <b>30% of the new home completions during the year will be affordable*</b> homes</li> </ul>	<p><b>ON TARGET</b></p> <p>There have not been any further affordable homes delivered in Q2 and therefore the running total for the year is 116 affordable homes. These are located across the following developments:</p> <ul style="list-style-type: none"> <li>70 – Ashmere</li> <li>12 – Alkerden</li> <li>34 – Harbour Village</li> </ul> <p>This represents 19% of the annual target of 30%.</p>
5	Commercial & Community Floorspace	<i>At least 500 sq m</i> of commercial / community floorspace will be delivered	<p><b>NOT ON TARGET</b></p> <p>Cherry Orchard School completed building a SEN nursery in June 2024 and the building is 360 sqm. The Henley Building within the Cable Wharf development was due to complete in December 2024 providing a further 141 sqm but this is now forecast for late summer 2025.</p> <p>We therefore are no longer able to meet our target of 500 sqm of commercial or community floorspace in 2024/25.</p>

<b>Table 2: Key Performance Indicators</b>			
<b>KPI</b>	<b>Category</b>	<b>2024/25 Measure and Target</b>	<b>Performance Summary at end of Q2</b>
<b>6</b>	Private Sector Investment	In excess of <b>£150m</b> of private sector investment* will be levered in during the year	<p><b>ON TARGET</b></p> <p>Based on the current calculations, we have delivered £105m of private sector investment so far this year. We are on track to meet the target of £150m.</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>
<b>7</b>	New Dedicated Footpaths & Cycleways	At least <b>3km</b> of new or improved dedicated footpaths and/or cycleways* will be delivered	<p><b>ON TARGET</b></p> <p>It is expected that new footpaths and cycleways are to be delivered across the developments throughout the year. As part of the Green Corridors programme, a public right of way is expected to be completed in Castle Hill by the end of October 2024 and the widening and resurfacing of footways on Bean Road has also completed in this financial year.</p>
<b>8</b>	Public Transport Connections	<b>100%</b> 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><b>ON TARGET</b></p> <p>All of the 152 new homes delivered this quarter have been assessed to be within a 5-minute walking distance of a current or future bus route or other public transport connection.</p>
<b>9</b>	Parks, Open Spaces, and Recreation Areas	At least <b>3 hectares</b> of new parks, open spaces and recreation areas will be delivered during the year	<p><b>ON TARGET</b></p> <p>Chimney View Park at Harbour Village and a section of open space along the western boundary of Ashmere have opened to the public. The remaining part of the Castle Hill Lakes are expected to open to the public during the year, along with the Springhead Park and Ebbsfleet Green allotments. We will continue to monitor the delivery of other open space during the year.</p>



Table 2: Key Performance Indicators			
KPI	Category	2024/25 Measure and Target	Performance Summary at end of Q2
10	Investment in Social and Community Infrastructure	In excess of <b>£1m</b> of investment in social and community infrastructure	<p><b>NOT ON TARGET</b></p> <p>The Cherry Orchard SEN facility has been delivered. However, the other community building that was expected to be delivered this year (the Henley Building mentioned in KPI 5) will no longer come forward in this financial year and we are therefore not expecting to meet this target.</p>
11	Good Financial Management	<p>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</p> <p>Investment funds recovered in line with project investment business cases.</p>	<p><b>ON TARGET</b></p> <p>EDC has been allocated £6m revenue (RDEL) and £26.08m capital (CDEL) for 2024/25 by MHCLG.</p> <p>EDC has also obtained approval from MHCLG to retain and utilise receipts (CDEL and RDEL) generated within the spending review period to March 2025.</p> <p>EDC continually monitors and reports spend to the EDC Board and takes action to ensure that the in-year budget is not exceeded.</p> <p>EDC's current forecast outturn for 2024/25 is:</p> <ul style="list-style-type: none"> <li>• Revenue (RDEL): c. £7.5m (which utilises c. £1.5m of RDEL receipts)</li> <li>• Capital (CDEL): c. £17.3m.</li> </ul> <p>Investment contributions (receipts) are being recovered in 2024/25 relating to the A2 Junctions Improvement project.</p> <p>Two further projects are in delivery that will recover the EDC funding in future years (these being the Electricity and Fastrack projects). The EDC remains confident that the total amount identified as recoverable in those two project Business Cases will be achieved.</p>

<p>12</p>	<p>Community Participation</p>	<p><b>12a: Community Feeling</b></p> <ul style="list-style-type: none"> <li>○ At least <b>80%</b> 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 feeling in their neighbourhoods</li> <li>○ This will be measured through the annual survey, where we will average across two questions:             <ul style="list-style-type: none"> <li>• <i>Do you feel there is a sense of belonging in your neighbourhood?</i></li> <li>• <i>Do you feel your neighbourhood is a place where people of different backgrounds can get on well together?</i></li> </ul> </li> </ul> <p><b>12b: Community Involvement</b></p> <ul style="list-style-type: none"> <li>○ At least <b>25%</b> of residents of the new neighbourhoods within the urban development area responding to our annual residents' satisfaction survey say that they get involved in community activities</li> <li>○ This will be measured through the annual survey, where we will average across two questions:             <ul style="list-style-type: none"> <li>• <i>Have you attended an event or activity in Ebbsfleet in the past 12 months?</i></li> <li>• <i>Do you volunteer?</i></li> </ul> </li> </ul>	<p><b>ON TARGET</b></p> <p>The 2024 Residents Satisfaction Survey (RSS) was launched in September 2024.</p> <p>A programme of events various scale and focus have been delivered to date and are planned during the remainder of the year.</p>
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## **Ebbsfleet Development Corporation Board**

### **PART I BOARD ITEM**

#### **Title of Paper: Marketing & Communications**

**Paper Number:** EDC 024/075

**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 September – November. The period in which press and social media performance is measured are outlined in respective Annexes.
- 1.2. There has been significant focus across social media throughout September to promote key initiatives throughout September and November; the Ebbsfleet GREENmap, Resident Satisfaction Survey, and Welcome Event.
- 1.3. Promotion for the Ebbsfleet GREENmap continues – with advertising across social media throughout September and October. From November, we have built in tracking to specifically monitor the activity to the GREENmap page on the Ebbsfleet Garden City website, with a view that we can assess and respond to visits to the page, click throughs, and bounce rates. We will be working with the software developers for the map to monitor performance of the platform and explore opportunities for further promotion and engagement that aligns with spring and outdoor activities within the community.
- 1.4. PR has focused on Ebbsfleet Development Corporation's investment towards Ebbsfleet Green Community Buildings and Leigh Academies Trust, with initial positive uptake across social media and news outlets. Plans are progressing towards publicising the investment for the Craylands School running track. Significant planning consents were granted in the first week of November, including the Major Urban Park and The Hub in Alkerden, which has been publicised and well received by the local community. Outreach to press continues to promote these items.

### **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. Works have now begun on Phase 2 of the project, utilising the themes explored throughout Phase 1 (presented in the Insights Report) to now consider and shape the brand pillar of Ebbsfleet Central. The brand pillar will act as a core guidance tool that defines and supports Ebbsfleet Central's brand identity, the values and promise, guiding how we connect with our audiences and opportunities for differentiation within the market.

- 2.3. We are working to refine brand pillar concepts through internal workshops and testing through internal governance, before being presented to Board.
- 2.4. Board members have been invited to an online workshop in January with the team and The Yard Creative to discuss the refined and preferred brand pillar, including the positioning, purpose, manifesto, values and key attractors for feedback into the final pillar. The workshop will provide a summary of works to date, including headline findings from the Insights Report, along with next steps.
- 2.5. In conjunction with the above works, we are considering opportunities to develop a naming strategy to provide a holistic identity of 'Ebbsfleet Central' in line with the brand pillars. The Board will be invited to provide input as the naming works progress.

### **3. Website Report**

- 3.1. We can now explore activity on our Google Business Profile (GBP), which provides helpful information on our visibility and stakeholder engagement. GBP metrics help us to analyse performance metrics and understand how users find out about the Corporation if they are not visiting the website via direct URL.
- 3.2. There were 496 GBP interactions over September and October – which are the number of people who call, message, ask for directions (etc) from our GBP. 10 calls were made using the information on our profile, and 320 direction requests made. 167 website click through links were made, suggesting that the majority of users to our website find us through direct URL signposting or Google search, rather than through our GBP.
- 3.3. Whilst organic search continues to be the highest driver of new users, we can see that the community pages of the website are found via Mobile devices, whereas the planning pages of the website have a significant user percentage via Desktop devices. Whilst this can likely be assumed due to the planning pages being primarily visited by users and professionals who need access to resources that are easier to navigate on a larger screen, it highlights the need for us to position community-led information in a way that is easy to find on both Mobile and Desktop devices.
- 3.4. Further metrics are reported in **Annex A: Website Report**.

### **4. Press Report**

- 4.1. The press report covers September - November 2024.
- 4.2. There has been local press coverage over the previous weeks reflecting a strong focus on investment and community-focused facilities.

4.3. We have been actively engaging the community and press outlets to showcase the Corporation's investments in enhancing community facilities and advancing critical projects for local stakeholders. We've focused on highlighting key projects and our contributions to enhancing community facilities in Ebbsfleet Green and supporting improvements to Ebbsfleet Academy and Cherry Orchard. Alongside press coverage, this positive reception can also be seen across social media.

4.4. Coverage of press items is further explored in **Annex B: Press Report**.

## **5. Social Media Report**

5.1. The social media report covers September – November 2024.

5.2. Over the previous two months, our social media platforms have experienced positive engagement, primarily via Facebook and LinkedIn. Key highlights include:

5.3. Increased reach: We have utilised paid advertising incentives to promote the Resident Satisfaction Survey and Ebbsfleet Central brand & visioning digital engagement survey. Paid promotion, along with well-performing social media posts, has caused our content to be seen ('reached') by more people in comparison to the previous period. Our strongest organic reach post was an update to the Fastrack service, which had 23.6k people see the content without any paid advertising required.

5.4. Increased interactions: Over the reporting period we had 709 responses across our social media posts. This was largely due to strong sentiment surrounding the Ebbsfleet Central survey, and comments around the community buildings in Ebbsfleet Green – which has received 66 comments, reactions and likes to date.

5.5. Increase link clicks: In line with the increase in digital newsletter sign ups, we have provided further information to our news page on the website, and signposted to our newsletter signup form. An 801% increase in link clicks underscores the importance of providing a relevant call to action for stakeholders to follow up with.

5.6. We also continue to see stronger performance across LinkedIn as our presence and activity continues to grow and override previous use and presence on X. Notably, much of our press exposure is picked up on LinkedIn and shared across industry networks in comparison to traditional media outlets.

5.7. Further analysis is provided in **Annex C: Social Media Report**.

## **6. Recommendation**

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

## Key Events Data (Conversions)

For the period of September - November, we have had an increase of 47.5% (in comparison to previous months) for Newsletter Subscriptions. This is most likely due to the newsletter being used as a call-to-action for a number of social media posts throughout the period, directing people to stay up to date with information on Ebbsfleet Garden City via this route. All video views have increased by 52%, which, will predominantly be from the GREENmap video, which has resources embedded into the website. We will monitor 'Form Starts', which, whilst only a 3.9% decline, will provide detail over time if the form acts as a deterrent for people getting in touch rather than encouraging submission of enquiries.

We can also see from the data below that while your form submissions mainly come in from users on computers and laptops, newsletter form submissions come from a wider spread of desktop and mobile devices. This may be for the simple reason that a newsletter sign-up 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.

Newsletter Subscriptions

**59**

↑ 47.5%

Form Starts

**198**

↓ -3.9%

All Form Submissions

**214**

↑ 1.9%

All Video Views

**32**

↑ 52.4%

Views of the Contact Us Page

**158**

↑ 23.4%

Contact Form Submissions

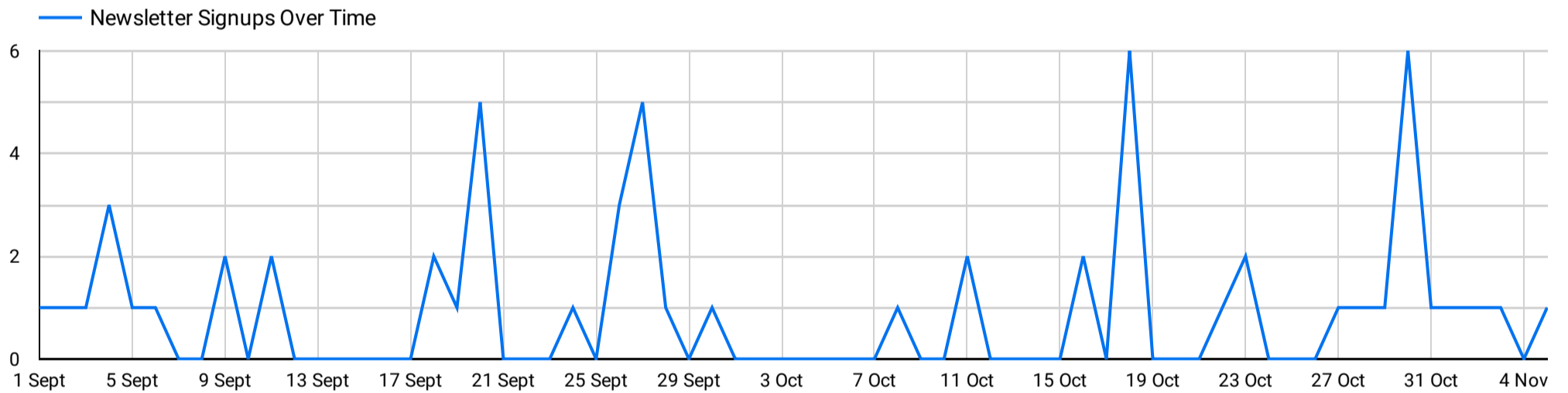
**22**

0.0%

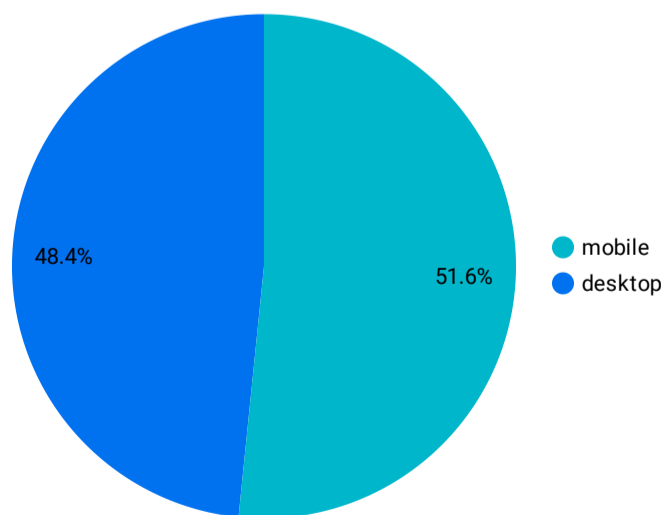
Website Searches

**143**

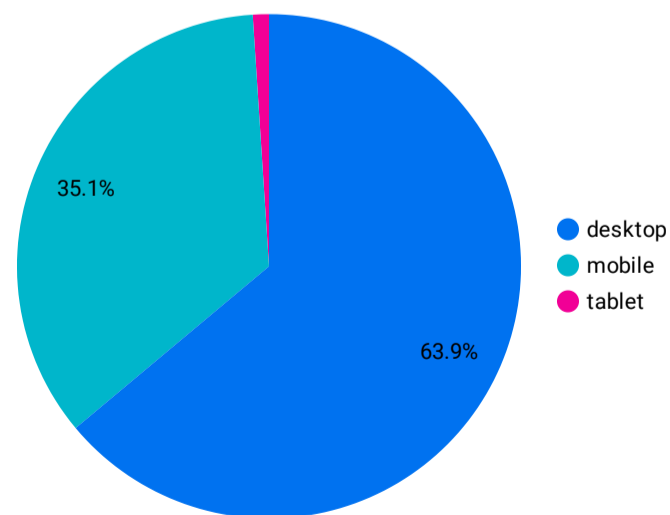
↓ -11.2%



Newsletter Signups by Device



All form submissions by Device



Sessions  
**651**  
↑ 3.2%

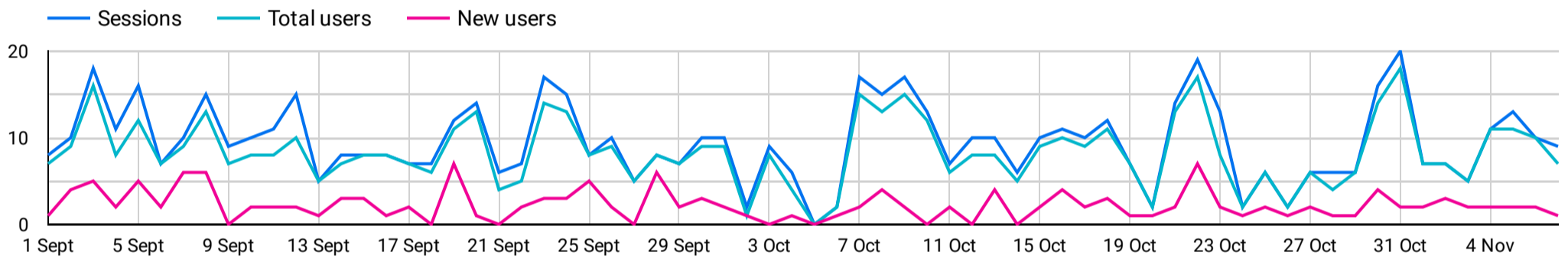
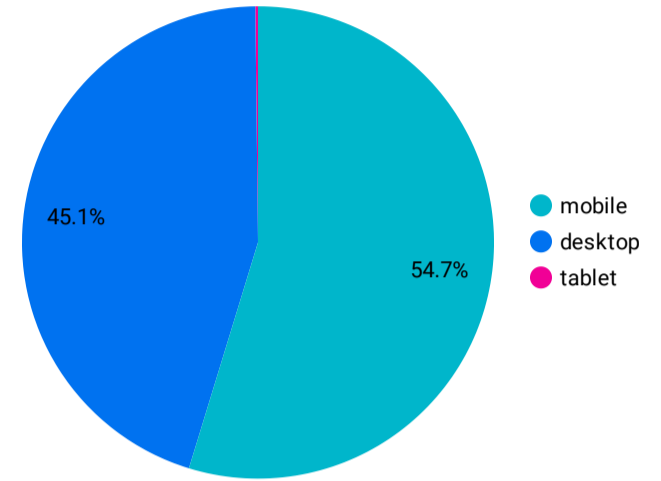
Bounce rate  
**15.67%**  
↓ -12.5%

Engagement rate  
**84.33%**  
↑ 2.7%

Engaged sessions  
**549**  
↑ 6.0%

Form Submissions  
**7**  
↓ -36.4%

Traffic by Channel	Sessions	Engagement rate	Bounce rate	Average session duration
Organic Search	466	85.62%	14.38%	00:03:17
Direct	146	78.77%	21.23%	00:02:16
Referral	27	88.89%	11.11%	00:01:44
Organic Social	11	100%	0%	00:00:57
<b>Grand total</b>	<b>651</b>	<b>84.33%</b>	<b>15.67%</b>	<b>00:02:57</b>



Pages Visited	Sessions	Engaged sessions	Engagement rate	Total users	Average session ...
/your-community/	209	187	89.47%	169	00:01:26
/your-community/schools/	123	104	84.55%	101	00:03:42
/your-community/parks/	113	95	84.07%	82	00:03:36
/your-community/career-opportunities-ebbsfleet/	89	79	88.76%	74	00:01:17
/your-community/walking-and-cycling-routes/	83	76	91.57%	54	00:03:00
/your-community/health/	61	53	86.89%	46	00:02:33
/your-community/culture-and-creativity/	55	49	89.09%	42	00:01:24
/your-community/edible-ebbsfleet/	26	21	80.77%	15	00:03:28
/your-community/ebbsfleet-magazine/	26	25	96.15%	22	00:01:00
/your-community/ebbsfleet-community-board/	25	21	84%	18	00:01:22
/your-community/interactive-map/	3	3	100%	3	00:01:40
/your-community/_trashed/grant-funding/	2	1	50%	2	00:01:06
/your-community/events-whatson/	1	1	100%	1	00:00:31
<b>Grand total</b>	<b>651</b>	<b>549</b>	<b>84.33%</b>	<b>466</b>	<b>00:02:57</b>



Sessions  
**673**

Bounce rate  
**30.46%**

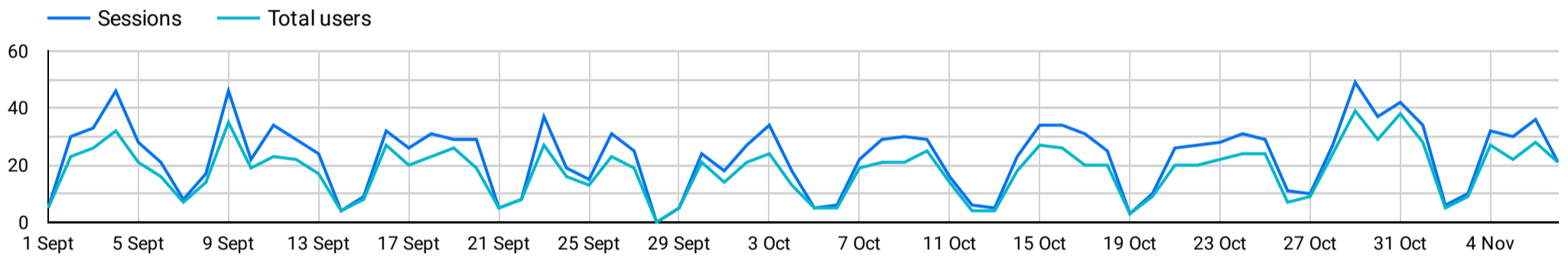
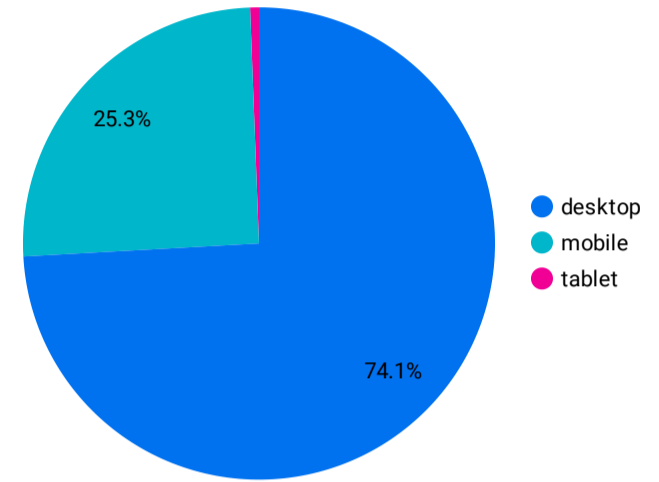
Engagement rate  
**69.54%**

Engaged sessions  
**468**

Form Submissions  
**19**

Traffic by Channel	Sessions	Engagement rate	Bounce rate	Average session duration
Organic Search	881	72.64%	27.36%	00:02:55
Direct	364	67.31%	32.69%	00:02:28
Referral	96	83.33%	16.67%	00:03:06
<b>Grand total</b>	<b>1,390</b>	<b>71.8%</b>	<b>28.2%</b>	<b>00:02:46</b>

1 - 4 / 4



Page path	Sessions	Engaged sessions	Engagement rate	Total users	Average session duration
/planning-and-design/	488	347	71.11%	279	00:03:04
/planning-and-design/residents-guides/	24	21	87.5%	17	00:02:57
/planning-and-design/planning-policy/the-ebbsfleet-design...	4	2	50%	3	00:00:13
/planning-and-design/search-applications/	2	2	100%	2	00:00:11
/planning-and-design/development-area/	2	0	0%	1	00:00:00
/planning-and-design/s106-obligations/	1	1	100%	1	00:00:10
<b>Grand total</b>	<b>502</b>	<b>355</b>	<b>70.72%</b>	<b>284</b>	<b>00:03:07</b>

1 - 6 / 6

## **Ebbsfleet Development Corporation Board**

Part I Board Item  
EDC-024-075 Annex B: Press Report

### **1. Introduction**

- 1.1. This paper follows the operational period of September – November.
- 1.2. Several articles have been published in relation to the appointment of GRAHAM contractors. Whilst not written or circulated by the team, Ebbsfleet Garden City is referenced throughout.
- 1.3. Press sentiment has been varied during this reporting period. We acknowledge our unique position to keep the community updated with progress across projects and initiatives and will continue to utilise our resources to provide stakeholders with timely and accurate information.
- 1.4. Positive conversations continue with press surrounding the Major Urban Park and Alkerden Hub approvals which we expect to gain traction over the following weeks.

### **2. Leigh Academy and Cherry Orchard**

[Leigh Academy Cherry Orchard to expand its pre-school and offer 30 more places by April 2026](#)

### **3. Ebbsfleet Green Community Buildings**

[Work to start on new sports and leisure hub at Ebbsfleet Green after £13m investment secured](#)

### **4. Alkerden Hub**

[Plans for The Hub health centre and education centre at Whitecliffe in Ebbsfleet Garden City approved](#)

### **5. Alkerden Education Campus**

[Main contractor appointed to build huge £80m Alkerden education campus in Ebbsfleet Garden City](#)

[The £80m contract for Co Down's Graham demonstrates their 'capability to manage complex developments'](#)

[Graham selected as main contractor for £80m Alkerden Academy in Kent – The Irish News](#)

[EQL appoints GRAHAM to deliver £80m Ebbsfleet educational facility | BE News](#)

[Ebbsfleet Garden City parents hit out at Alkerden Academy admissions policy](#)

[Podcast: Alkerden Academy in Ebbsfleet Garden City changes admission policy following backlash from parents](#)

**6. Harbour Village**

[BPTW's Harbour Village Phase 3A masterplan approved for 273 homes in Ebbsfleet Garden City | News | Building Design](#)

## Ebbsfleet Development Corporation Board

Part I Board Item  
EDC-024-075 Annex C: Social Media Report

### 1. Introduction

1.1. This paper follows the operational period of September – November.

### 2. Facebook

2.1. It has been a busy period across social media, with lots of activity on Facebook for residents to share their thoughts or get involved in.

2.2. The ‘reach breakdown’ provided on the right-hand column shows marked improvements against the previous reporting period, demonstrating value in creating content that sparks interest and conversation. We have continued to utilise a mix of paid and organic advertising, as well as a mix of media (images and videos).



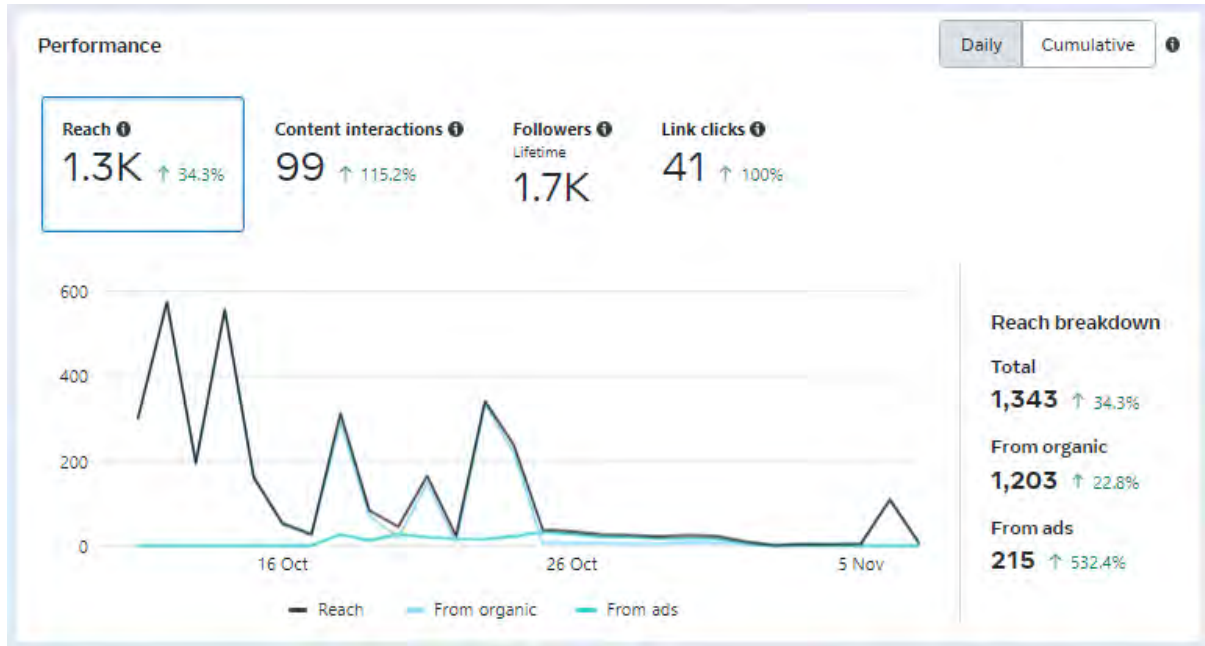
2.3. Top performing content has been in relation to Fastrack, Ebbsfleet Central, Resident Satisfaction Survey and the latest Ebbsfleet Welcome Events.



2.4. We are continuing to utilise paid advertising to promote the Resident Satisfaction Survey which ends this month.

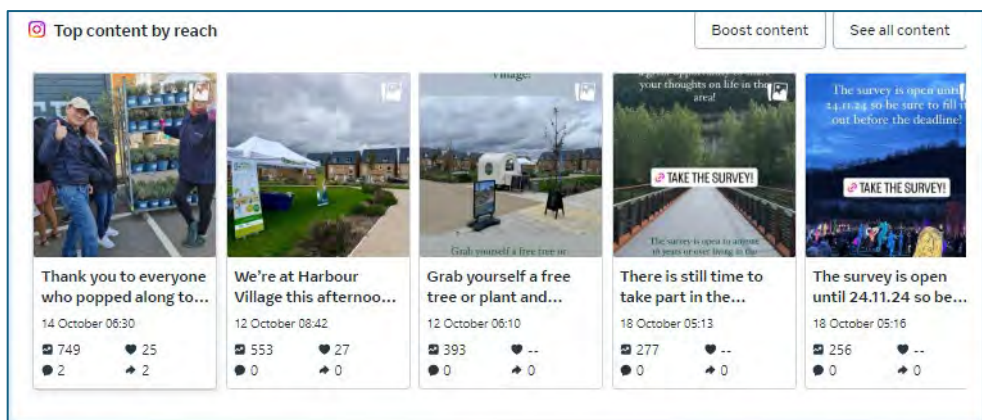
### 3. Instagram

3.1. Similarly to Facebook, Instagram has generated positive metrics this reporting period.



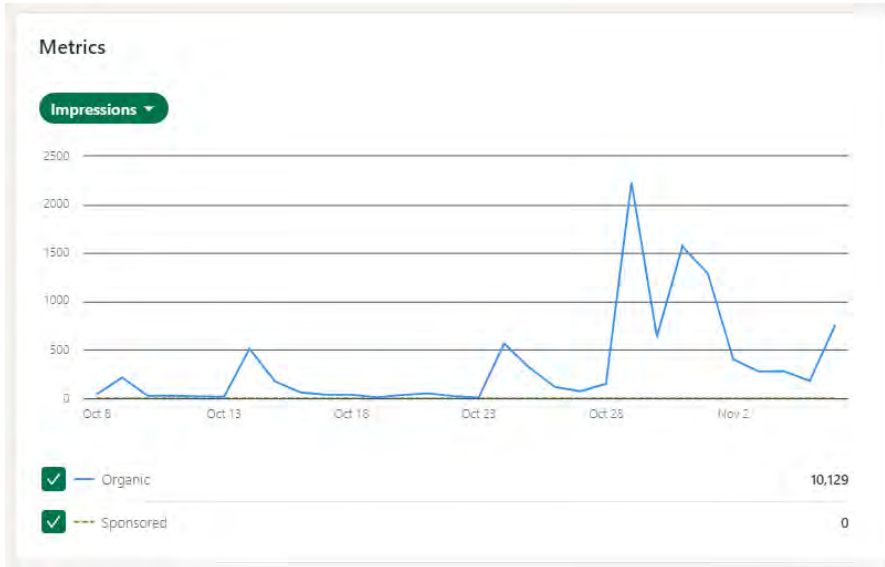
3.2. Whilst Facebook's 'reach breakdown' is significantly larger (due to our presence within numerous community groups), Instagram remains a useful tool for sharing partner content and sharing creative assets across the grid and stories. Instagram typically moves at a slower pace than Facebook groups, therefore content can be posted and maintain relevance for a lot longer a period than Facebook content.

3.3. Content on Instagram has focused on sharing the Resident Satisfaction Survey, and sharing stories of the Welcome Events in real-time. This is reflected in the best performing posts on Instagram.



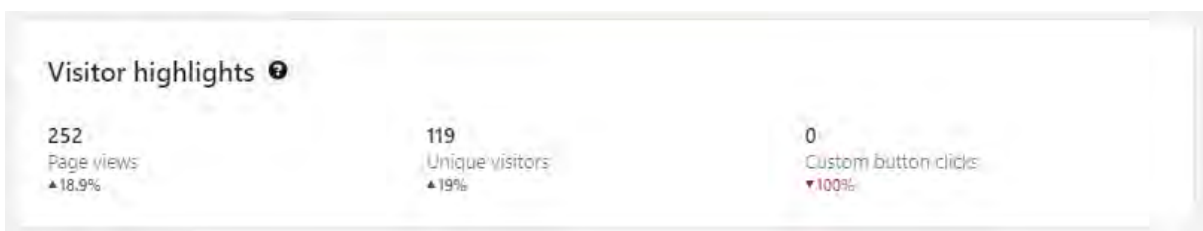
## 4. LinkedIn

4.1. During this period, we have had over 10,000 impressions to LinkedIn. We've had a 362% increase in reactions across our posts (combined).



4.2. Our visitor highlights show that our page has received increased views, likely due to our news releases over the previous fortnight. LinkedIn provides a fantastic opportunity to engage with industry stakeholders and professionals, which is reflected in the visitors viewing our page – likely from organisations and businesses we have tagged in content.

4.3. To improve on our performance, we will look to strengthen our calls to action, providing links to other pages on our website, links to our digital newsletter or other worthy content to expand publicity and promote our work.



# Ebbsfleet Development Corporation Board

## PART I BOARD ITEM

**Title of Paper:** Planning, Design and Delivery Report

**Paper Number:** EDC 024/076

**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

### **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.

### **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

- Major Urban Park: Reserved matters application for the construction of the southern section of the Major Urban Park public open space providing an extensive landscaped amenity area between Ashmere and Alkerden villages – Approved at planning committee October 2024.
- EQ S73: Application submitted for amendments to the outline planning permission to increase the overall number of dwellings by 325, reduce the amount of commercial floorspace and introduce Use Class C2 (residential institutions). Currently out to consultation.
- Education Campus: Applications submitted for amendments to pitches to deliver additional all-weather pitch (non-material amendment) together with a full application for a temporary school to accommodate 5 no. Year 7 classes as interim provision prior to construction of the school buildings. Both applications currently under consideration.
- Ashmere Phase 3: Reserved matters application for 216 dwellings and associated infrastructure submitted and currently under consideration. Anticipated January committee.

### Ebbsfleet Green

- Community Facilities: The amendment to the s106 Deed of Variation for delivery of the enhanced community facilities was completed and works have commenced on site.

### Northfleet Riverside

- Rosherville Primary School: Works have started on site with a target to open in September 2025.
- Harbour Village: Phase 3A was approved subject to the completion of a unilateral undertaking at October Planning Committee. The decision is expected to be issued by the end of the month. Works have been completed on Bevans Park Bridge with works ongoing to Bevans Park.

### Other

- Former George and Dragon Public House: An appeal has been lodged against the refusal of planning permission for a change of use to a piazza delivery and takeaway. The application was refused because it resulted in the loss of a public house, which is recognised as a community facility without sufficient evidence that the facility is no longer needed and that all reasonable efforts have been made to preserve a community use.



- Ingress Park: Application for an additional area for car parking to support the existing community centre – Approved at planning committee in September 2024 and awaiting Unilateral Undertaking to secure use to the community centre.

## **2. Housing and Delivery**

- 2.1 The Ebbsfleet Delivery Dashboard is attached in **Annex A**.
- 2.2 This month we are reporting 145 completions and 312 starts bringing the overall totals to the year so far as 538 completions and 434 starts.
- 2.3 The starts have jumped this month due to us receiving data from 2 locations that was previously missing. This data consists of 117 in Harbour Village and 112 in Alkerden Heights (phase 5a). Other starts have been reported at Cable Wharf and at Phase 5b and Stonehaven Park in Alkerden. This has resulted in the number of homes currently under construction being more aligned with levels we have seen in the past year.
- 2.4 There are 145 completions this month including 47 at Alkerden phase 5a (Bellway) and 37 are at Croxton & Garry (Bellway).
- 2.5 The public art installations at Castle Hill Lakes have gone in. The development of the allotments at Springhead Park has been completed and the transfer to the Ebbsfleet Garden City Trust is imminent.

## **3. Planning Committee Update**

- 3.1 The Planning Committee met in September and October. In September a full planning application for the construction of a small car park to serve the Ingress Park Community Centre was approved. In October there was a busy agenda with reserved matters reported for Harbour Village phase 3A (272 homes), Major Urban Park South and Alkerden Hub. The Committee agreed with the officers recommendations for these schemes and the applications were approved. At the meeting Committee also approved the use of the new Sustainable Design Assessment and Guidance document and a revision to the validation checklist.
- 3.2 The current live applications which we anticipate will be reported to Planning Committee in due course include:
- Harbour Village Phase 3B
  - Grove Road – Fastrack Scheme
  - Eastern Quarry – S73
  - Ashmere Parcel 9
- 3.3 There are several developer presentations in the pipeline including the first Area Masterplan/Design Code for Ebbsfleet Central, the site owned by Shepherd Neame in Castle Hill and an older persons scheme in Alkerden. The next scheduled meeting of the Committee is December.

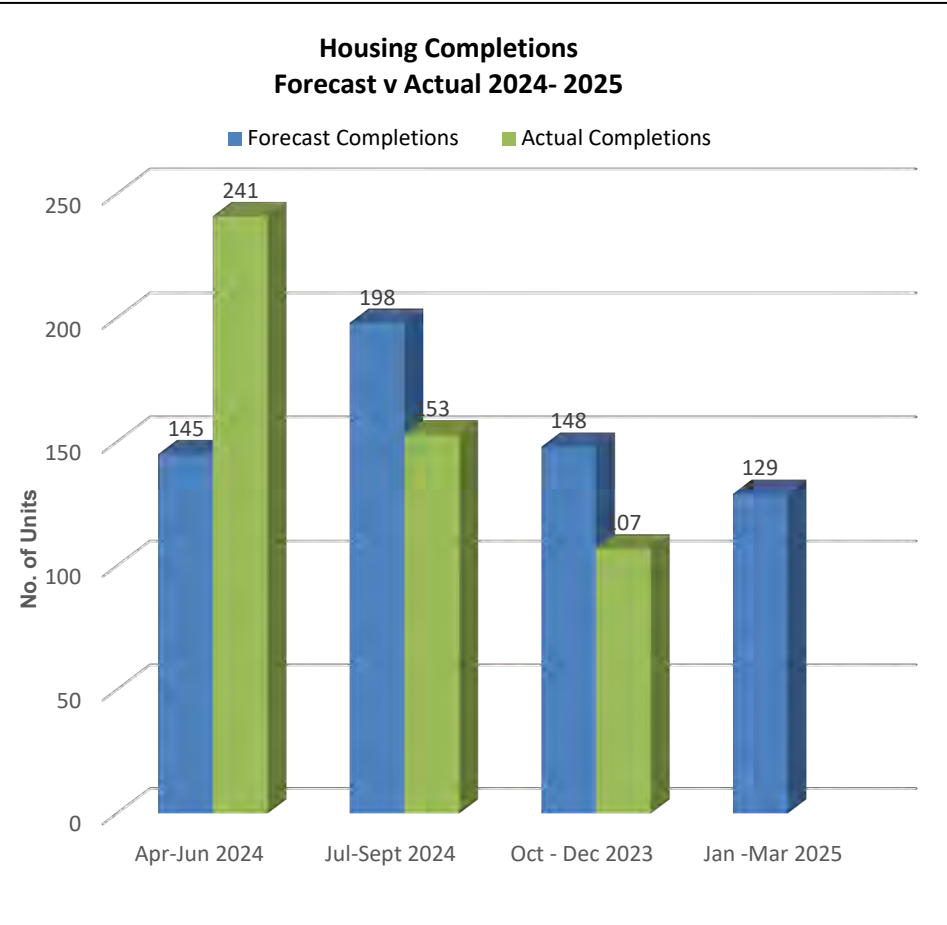
3.4 MHCLG made a series of appointments to the Planning Committee in October. Cllr McInroy has been appointed as the Kent County Council representative. Cllr McInroy attended the October meeting. Cllr Atwal has been appointed as the substitute member for Gravesham Borough Council. Penny Marsh has also had her term extended until April 2025. We have also received approval from the Secretary of State to commence recruitment for the two independent planning committee members and that process is now underway. We plan to carry out interviews in January.

#### **4. Other Matters**

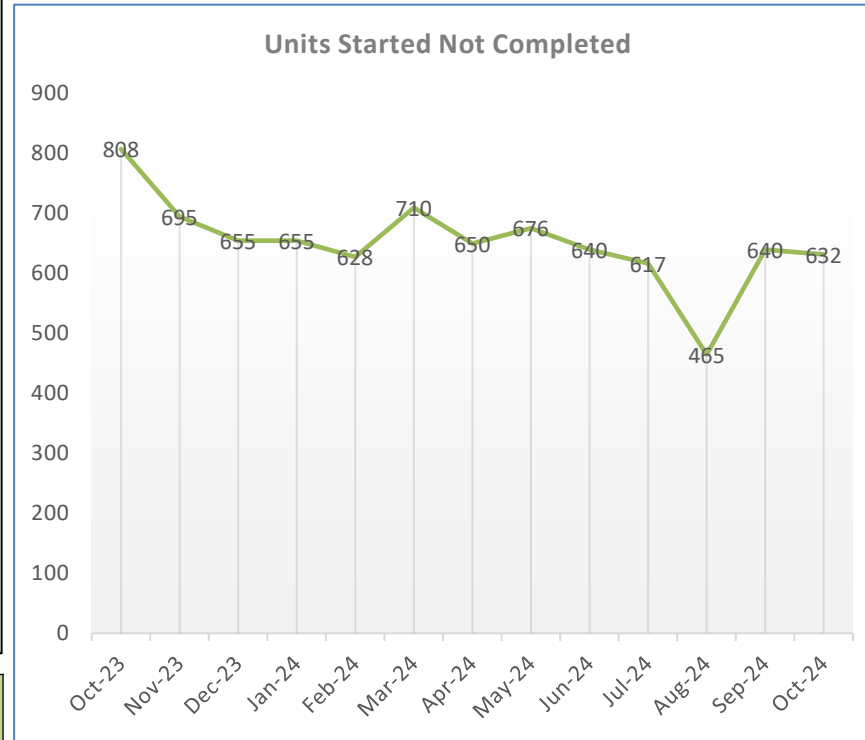
4.1 KCC are currently out to public consultation on the Kent Minerals and Waste Local Plan 2024-39. The Local Plan was submitted to the Secretary of State for Independent Examination on 17<sup>th</sup> May 2024 and the subsequent Public Hearings that took place in September 2024. Following the close of the Hearings, the Inspector identified several Main Modifications that she considers are required to ensure that the Local Plan is sound and legally compliant. However, before the Inspector can make final recommendations on the proposed Main Modifications, they must be subject to public consultation. The consultation material is currently being reviewed by EDC officers and any comments will be submitted by the closing date of Thursday 28<sup>th</sup> November 2024. Following this consultation, the Inspector's Report is expected by January 2025 with formal adoption of the Local Plan anticipated by KCC in March 2025.

4.2 We are still awaiting a decision from the Planning Inspectorate (PINS) in relation to the costs claim for the London Resort DCO.

# ANNEX A EBBSFLEET DELIVERY DASHBOARD – 20 NOVEMBER 2024



Ebbsfleet Housing Numbers	
Detailed Planning Consent	
5,898	
Housing Completions	
4,734	
Affordable Homes Completed	
1296	
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	434	538

### Completed Homes Per Site

Location	No. of Homes
Ebbsfleet Green	899
Castle Hill	1602
Springhead Park	799
Craylands Lane	100
Croxton & Garry	181
Cable Wharf	475
Ashmere Village	315
Alkerden Village	254
Lawn Road	7
Harbour Village	101

### 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	241	38%	100%
Castle Hill	425	425	26%	100%
Alkerden	330	76	28%	23%
Ashmere	130	93	25%	71%
Springhead Park	288	288	27%	100%
Craylands Lane	30	30	30%	100%
Croxton & Garry	70	70	33%	100%
Harbour Village	34	34	36%	100%
Cable Wharf	224	193	32%	86%
<b>Totals</b>	<b>1738</b>	<b>1450</b>		

### Top Risks to Delivery

Risk	RAG Status	Current Trend
Maintain Design Quality during implementation	Red	(No Change)
Interest Rate/Mortgage Products	Amber	(Improving)
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)

### 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

# Ebbsfleet Development Corporation Board

## PART I BOARD ITEM

**Title of Paper:** Ebbsfleet Living

**Paper Number:** EDC 024/077

**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 September to October 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**

None

### **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 September to October 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 will meet on the 14<sup>th</sup> of November to review bids for the Winter period.

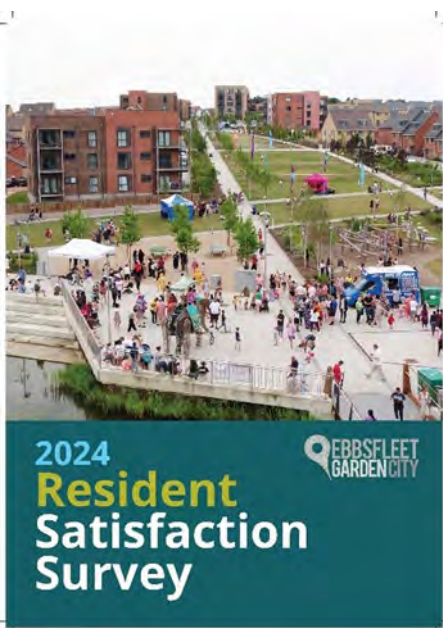
2.2. The Ebbsfleet Community Board will meet on the 12<sup>th</sup> of November 2024, where resident members will give an update on their emerging 'Our Ebbsfleet' project and have a presentation from the Ebbsfleet Central Team on their current consultation.

2.3. EDC's 'Public Sector Leadership' on social value, including investment in our community and our 'Place-based' approach, was 'Commended' at the recent Social Value Awards held in Birmingham. EDC were short-listed with NHS London, Sheffield City Council, LNER, Sandwell Council, Waltham Forest Council and Manchester City Council. EDC recognition saw us come second to Waltham Forest Borough Council.



EDC Inclusive Growth Manager (Centre) with our account managers from Social Value Portal – Cindy Nadesan (Left) and Anna Randall (Right) at the Social Value Awards Ceremony.

- 2.4. The Ebbsfleet Resident Satisfaction Survey (ERSS) for 2024 launched on the 23rd of September. This annual survey assesses how residents feel about living in Ebbsfleet, measures their satisfaction with facilities, and services and captures the 'sense of community' in the garden city. Four of the specific questions from the ERSS will be used to assess KPI 12 – Sense of Community, which in turn EDC will report to our Board. Together with our longer-term Outcomes Framework, our KPI's, and our Social Value Reporting, the ERSS helps us to measure the impact we are having locally.
- 2.5. For the 2024 ERSS it has been decided that the survey will be open to residents living in the new neighbourhoods only, with a view to extending it to the existing neighbourhoods the following year.
- 2.6. A target of 1,200 responses from the new neighbourhoods has been set, with an aim for seven hundred of these to be completed via face-to-face questionnaires and five hundred through online responses. This represents an increase in responses from the new neighbourhoods from 2023 – which was 1,000 - to reflect the growth in the local population/delivery of new homes. In 2023, we also had one thousand responses from existing neighbourhoods.
- 2.7. 4,500 flyers promoting the ERSS have been distributed at the launch of the survey and a paid online promotional campaign has been run via our social media channels. To date the ERSS has proved to be a useful tool internally to inform EDC's priorities and business planning and as an evidence base for business cases. Many of our stakeholders and partners have also found the evidence a useful too. The survey will close on the 24<sup>th</sup> of September, results will be analysed, and findings presented to EDC board and our stakeholders.



## We want to hear from you.

The Resident Satisfaction Survey is a great opportunity to have your say and give feedback on life in Ebbsfleet. This flyer has been given to you because you live in Ebbsfleet or the surrounding neighbourhoods.

The Resident Satisfaction Survey is open to anyone aged 16 and over living in the Ebbsfleet development areas of: Akerden, Ashmere, Cable Wharf, Castle Hill, Croxton & Garry, Ebbsfleet Cross, Ebbsfleet Green, Harbour Village & Springhead Green.

The closing date for the survey is 24th November 2024



Scan the QR or visit [lake-research.com/ebbsfleet](https://www.lake-research.com/ebbsfleet) to complete the survey

If you have any questions about the survey, or would like to submit your response in an alternative format, please get in touch:

[hello@ebbsfleetdc.org.uk](mailto:hello@ebbsfleetdc.org.uk)



Leaflets distributed to all homes in the garden city promoting the ERSS

**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 Autumn. A Coffee shop Craft sessions was held on 22<sup>nd</sup> October, followed by a Halloween alternative for younger children held on 31<sup>st</sup> October, in the community square in Castle Hill and in the Blue Bean coffee shop. The Ebbsfleet Baptist Church also continue to run 'Meet Up Monday' events, however, are struggling to find venues to host them.

3.2. The Sunday Active group continue their programme of 'Health walks' which take place every Sunday at 9am and Tuesdays at 12:30pm.

3.3. The Ebbsfleet Community Runners, continue to expand their reach with new members and taking part in activities further afield. The group recently succeeded in completing a number of 10km runs, including at Queen Elizabeth Olympic Park in Stratford.



Members of Ebbsfleet Community Runners who completed a 10km run at Queen Elizabeth Olympic Park in Stratford.



**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. The newest piece of public art in Ebbsfleet was installed adjacent to Castle Hill Lakes, part of Platinum Jubilee Park in early October, and additional landscape features should be completed by the end of November. The piece by architects FleaFolly is called 'The Ghost Follies of Castle Hill.' The installation is made up of two structures inspired by the unique and diverse history of the site – drawing on the timber castle keep that may have sat atop the nearby motte at Sweyns Camp. The installation references mediaeval motives and the colours of the landscape. The work was consulted on through surveys, meet the artist events, a public art advisory panel (made up of residents) and workshops with local school children from both new and existing schools who informed the designs.



Images of 'The Ghost Folly of Castle Hill' including images from the workshops which developed the concept at Manor Community Primary (2022)

Liam Fagg, Community Liaison Officer, from Manor Community Primary School, commented

"We were very impressed with the workshop, and it was delivered perfectly. The pupils were very engaged

4.2. The Northfleet Place Partnership, between GBC, EDC and Creative Estuary have launched their new [Grants Programme](#) which aims to increase the creative and cultural infrastructure of Northfleet. The grants scheme will run over 15 months (October 2024 – December 2025) and will focus on increasing and supporting local, creative organisations, practitioners, and community-based creative and cultural activity in Northfleet. The grants programme features three distinct opportunities.

- Creative Development Grants (micro-grants to kick start or support local people’s creative ambitions)
- Creative Enterprise Grants (for local entrepreneurs and businesses)
- Creative Impact Grants (for existing organisations and programmes of work, allowing for local growth and the sustainment of successful programmes and projects in the Northfleet area).

4.3. Also, as part of the Place Partnership there will be several commissioned cultural community events in 2024 and 2025 using sites within Northfleet, providing opportunities to showcase work from programme participants and share the Northfleet Place Partnership Programme’s other work in the area.



Image from GBC promoting opportunities for creativity in Northfleet through the Northfleet Place Partnership Programme

- 4.4. The next 18-month iteration of This Must Be the Place, 'Young person's Design and Placemaking Group' started on 9<sup>th</sup> November. The programme enters its fourth year and has been delivered in partnership with Cement Fields, one of the local NPO (National Portfolio Organisations) as appointed by Arts Council England. The programme is aimed at 15–21-year-olds who live in or near Ebbsfleet (including Dartford, Greenhithe, Swanscombe, Northfleet and Gravesend), the group will be meeting monthly on a Saturday for extended sessions with artist and researcher Rana Khazbak and interdisciplinary design studio RESOLVE. The group will be learning design and research skills, talking part in consultation on Ebbsfleet Central and will be visiting architects Allies and Morisson to have a tour of their London Studio and the Kings Cross Granary Square development. There is considerable evidence that the programme is making a difference, with a number of the members pursuing degree courses in design related topics, and a number of EDC teams and partner developers involving the group in the design process. Henley Camland and their consultants have used the group to help inform the proposals for the Major Urban Park in Whitecliffe.
- 4.5. The programme was initially jointly funded through EDC and Arts Council England, however, is currently being funded by EDC solely with subsidy from Cement Fields whilst we investigate more sustainable future funding options.



Delegates from the Ebbsfleet young person's design and placemaking group during a workshop with Cement Fields.

4.6. Ebbsfleet has increasingly been seen as a destination to learn from, with a number of visiting organisations and interest groups having been hosted over the past weeks. The launch of the New Towns Task Force has focused learning from groups such as Urban Design Learning, Design Southeast, the Kent Urban Design Group, and Dover District Planning Team. Interest in Ebbsfleet comes from a wide learning perspective, with particular interest in our physical form guidance and how the corporation has been set up and is run, together with our focus on community building. Visitors have also been interested in our stewardship model and the Ebbsfleet Garden City Trust has been set up.

4.7. EDC team members have also been sharing the lessons of our experience in a number of national forums over the past weeks. Simon Harrison and Kevin McGeough addressed the National Urban Design Conference in Plymouth which commemorated the 25<sup>th</sup> anniversary of the launch of the Urban Taskforce report by reflecting on progress in regeneration since, including at Ebbsfleet. EDC partnered with the Town and Country Planning Association to deliver a seminar on ‘Who will live in the new communities,’ where Kevin McGeough shared information on what we know about the residents who have moved to Ebbsfleet, and what they feel about living here. Lara Pool addressed the national Social Value Conference in Birmingham, on the topic: “Buildings can (and should) deliver more value for our communities.” Kevin McGeough shared lessons on delivering for an ageing population in new towns at the HousingLin HAPPI Hour, and accompanying [on-line blog](#).



Delegates from the Urban Design Learning visit to Ebbsfleet on 2<sup>nd</sup> October. Attendees learnt about EDC approach to Planning, Placemaking and design before been taken on a tour of garden city sites.

4.8. EDC are members of the Bluewater Community Forum which meets monthly to discuss community projects and initiatives, network and share updates. The focus this month was on 'supporting the community' and Mary's Child Kent and Dartford Food Bank presented. Bluewater gave an update about Radio Kent who have based their recording studios within the shopping centre and is offering training opportunities to residents.

4.9. EDC have launched the 'Get Active to School' Autumn challenge for all schools in Dartford and Gravesham in partnership with Betterpoints. The latest challenge rewards users for active journeys to school with weekly prize draws, medals to earn and special missions to achieve each week. The challenge was created as a way of continuing the momentum of the hugely successful summer 'Clean up the School Run' challenge which saw an increase of 27% of engagement and 92% in terms of new users from the same period in 2023.



Promotion material for the Ebbsfleet 'Get Active to School – Autumn Challenge'



4.10. Additionally, EDC have secured £9,065 per year, for up to 2 years from Latimer towards the Betterpoints programme as part of their social value investment into the area.

## 5.0 Events and activities delivered directly by EDC for the benefit of

- 5.1 EDC have delivered an ambitious programme of three, back-to-back events at the beginning of October. The events were a combination of the quarterly Welcome Events and the extremely popular 'Tree Giveaways' which were run in 2021. The Welcome Events aim to help residents orientate themselves to the local area, meet other residents and ask EDC any questions they may have. Our aim is for residents to take an active role in these events by acting as 'Ebbsfleet Hosts,' welcoming new residents to the area and signposting them to various activities and facilities.
- 5.2 The events were held in our newest neighbourhoods; Ashmere, Ebbsfleet Cross and Harbour Village and were the first event to have been organised by EDC in these spaces. Cable Wharf residents were also invited to collect a tree or plant as the Harbour Village event as their development was at an early stage when the events last happened in 2021. Reaching these new residents was more of a challenge as they do not yet have established social media channels, so the team undertook door knocking which also provided an especially useful opportunity to meet many residents and hear feedback about living in the new areas.

**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 & cold drinks**

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](mailto:hello@ebbsfleetdc.org.uk)

11th October (3:30pm-8pm) Ashmere Marketing Suite  
12th October (10am-12pm) Ebbsfleet Cross Marketing Suite  
12th October (2pm-4pm) Chimney View Park, off Mive Lane in Harbour Village

Promotion materials were delivered to the 1,000 homes in Ebbsfleet's newest neighbourhoods, Ashmere, Ebbsfleet Cross, Harbour Village and Cable Wharf.

5.3 The 'Welcome' events were an enormous success with around 750 residents attending over the three locations, across two days. 150 trees with compost, stakes and buckles were given away, and two hundred Kent-grown herbs were distributed for residents living in homes with balconies. Residents were delighted to receive the plants and trees and keen to find out more about EDC and development plans. EDC also used the events to pilot consultation around Ebbsfleet Central which was featured at the events and supported by the EDC Ebbsfleet Central Team. Entertainment was provided to children and free hot and cold drinks were on offer. As well as improving biodiversity in the local area and supporting our sustainability work, residents were introduced to Garden City Principles and signposted to local services. The events created a sense of growing community as many residents met their neighbours for the first time and began to make connections. The event was supported by a number of residents who volunteered as Ebbsfleet Hosts.



Images from the Ashmere Welcome Event at Blue Bean Coffee Box, highlighting, residents collecting plants and trees, children's entertainment, and Ebbsfleet Central consultation information.



Images from the Ebbsfleet Cross Welcome Events, highlighting residents collecting trees and plants, face painter, Ebbsfleet Host volunteers, Ebbsfleet Central information.





Images from the Harbour Village and Cable Wharf Welcome Event, highlighting residents collecting trees and plants, face painter, Ebbsfleet Host volunteers, Ebbsfleet Central information.

A video showcasing the events can be viewed here: <https://youtu.be/Rok5yHH5YY0>

5.3 EDC have also continued our series of community Drop-ins in both Ebbsfleet and surrounding neighbourhoods. A Drop-In was held at Ebbsfleet Green and Eastgate.



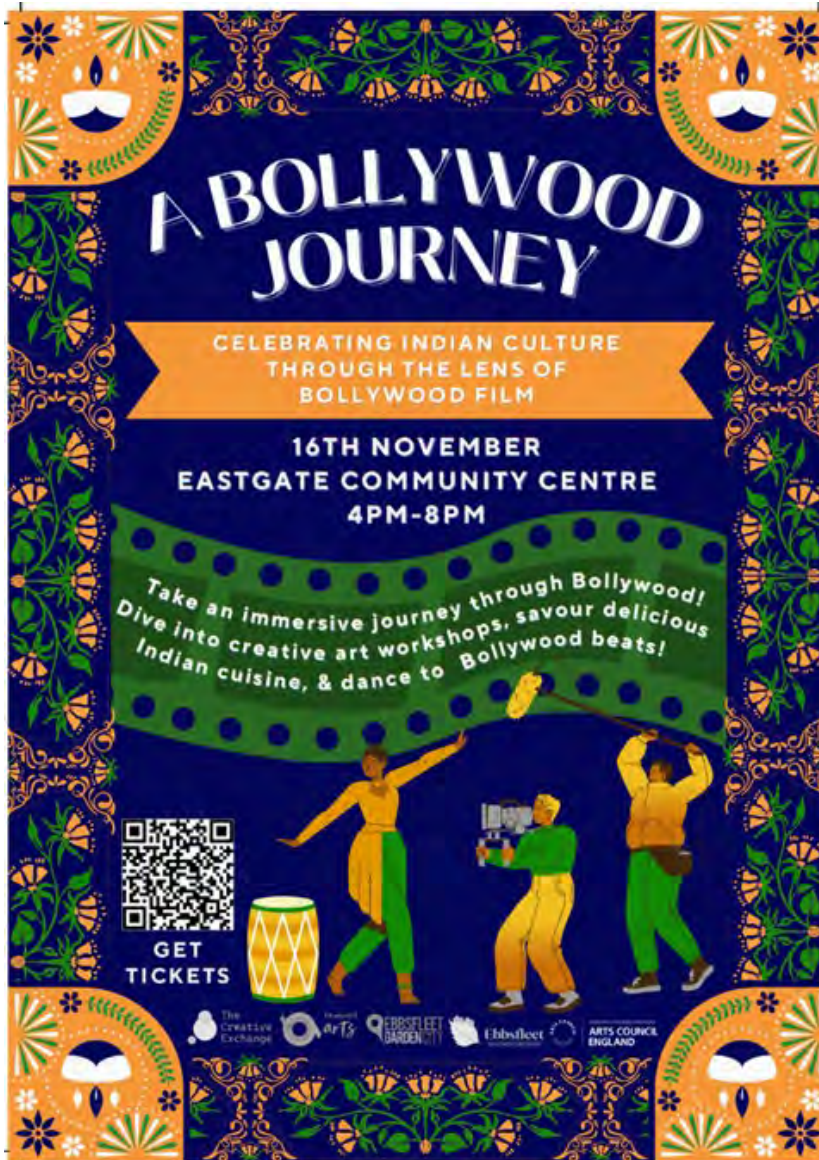
Leaflets promoting the series of Ebbsfleet Drop-in events.

5.4 EDC hosted a work experience student during October half term from the Leigh Academy in Dartford. With an interest in design and art, the student is an active member of the Ebbsfleet young person’s placemaking and design group ‘This must be the place’ and is keen to pursue a career in architecture.

5.5 The 2023/24 Ebbsfleet Impact Report was published at the end of October following EDC Board approval on 25th September. The total social value generated in the period Jan 23 – March 24 was £11,454,529, taking the cumulative figure since January 2022 to £31,825,609. The Impact report has been printed and is also hosted on the EDC website. Featuring case studies on community activities, our direct investment, local workforce and sustainability measures, the report includes how social value has created a positive impact for residents in Dartford and Gravesham boroughs.

## 6 Forward Look

6.3 The Creative Exchange will be delivering another cultural event in November following their successful African Music evening at Castle Hill. This event, A Bollywood Journey, will be at Eastgate and will celebrate Indian Culture through the lens of Bollywood. The immersive event will make audiences part of the production and will feature, actors, dancers and musicians, art and dance workshops and food and music.



Advertisement for the forthcoming production by the Creative Exchange 'A Bollywood Journey' which will be held at Eastgate Community Centre.

- 6.4 During the autumn, The Ebbsfleet Baptist Church are planning a number 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.
- 6.5 EDC will be attending the Christmas Market happening in Castle Hill on the 7<sup>th</sup> and 8<sup>th</sup> December in Castle Hill. The event was extremely popular last year and will be an opportunity for EDC's Ebbsfleet Central team to engage with the community on the development plans.
- 6.6 Dartford 'Santa and his helpers' will also attend the Christmas Market on 8<sup>th</sup> December.
- 6.7 Ebbsfleet Baptist Church and their partners are planning for the return of the Pop-Up Community Carols, which has been part-funded by the Ebbsfleet Garden City Trust Community Fund. This year they are planning to be in Cable Wharf, Ebbsfleet Cross, Ebbsfleet Green and Castle Hill. Children from the regular church group are currently recording the nativity story for this, using several locations around Ebbsfleet. The event will also extend invitations to the local Ebbsfleet schools to record Christmas songs to be included.
- 6.8 The Ebbsfleet Winter Lights Event – in partnership with Cohesion+, will take place next year on 1<sup>st</sup> February 2025 between 4-8pm. The date aligns with the Luna New Year and EDC and Cohesion+ are hoping to use this to inform the programme and work with schools in advance of the event to maximise community engagement and participation.
- 6.9 As part of their funding from EDC and Arts Council England Blueprint Arts will be offering free Creative Facilitation training. This will be delivered at the Blake Gallery on 5<sup>th</sup> December is designed to give participants the tools, techniques, and confidence to lead-arts based workshops in community settings.
- 6.10 The Ebbsfleet Sunday Active Group are planning a new couch to 5km group in the new year. Anyone interested in joining should get in touch.

# Ebbsfleet Development Corporation Board

<b>PART I BOARD ITEM</b>
--------------------------

**Title of Paper:** Ebbsfleet Green Infrastructure Strategy

**Paper Number:** EDC 024/078

**Presented By:** Simon Harrison, Head of Design

**Sub Committee:** Not Applicable

**Purpose of Paper and Executive Summary**

This paper provides a briefing note on the Ebbsfleet Green Infrastructure Strategy, which has been developed as part of EDC’s Environmental Sustainability Programme.

The document builds on the significant work already being undertaken by EDC, as well as Dartford, Gravesham and Kent (as set out in priority area 5 ‘Natural Environments’ of the EDC Environmental Sustainability Framework), and responds to engagement with Natural England, to set this ongoing work within a strategic document for delivering Green Infrastructure in Ebbsfleet.

The strategy pulls together this ‘natural environments’ workstream into a clear strategic framework, which can then be published on the EDC website to provide a clear understanding for our partners, stakeholders and local community.

The strategy and associated actions are framed around three key objectives;

- 1) Increasing the quantum of green infrastructure
- 2) Enhancing the quality of green infrastructure
- 3) Enabling community involvement in the planning, delivery and stewardship of green infrastructure going forwards.

The strategy also includes short summaries of a number of current EDC projects (mapped to the three objectives) to showcase the extensive work already being delivered in Ebbsfleet in delivering against the strategy.

**EDC Business Plan & KPIs**

Related KPIs		
KPI 9	<b>Parks, Open Spaces and Recreation Areas</b>	At least <b>3 hectares</b> of new parks, open spaces and recreation areas will be delivered during the year

24/25 Business Plan Actions	
Delivered the next annual programme of projects within the Environmental Sustainability Action Plan including the publication of our first annual carbon management report	The Green Infrastructure Strategy was defined as a key output in the 24/25 Environment Programme, to be completed by end of Q3.

**Recommendation  
FOR INFORMATION**

Board is asked to **NOTE** the completion of the Ebbsfleet Green Infrastructure Strategy, and the intention to publish on the EDC website.

**Annexes**

**Annex A** – Ebbsfleet Green Infrastructure Strategy (PDF)

**Delegation**

Not Applicable

**Financial Impact**

The strategy includes a broad range of actions that will be funded through current EDC's annual Environmental Sustainability Programme (RDEL) , or through EDC's investment projects, planning applications and delivery by 3d parties through the planning process, or through working in collaboration with partners and stakeholders to leverage additional funding.

**Legal Impact**

None

**Equalities Impact**

The strategy promotes the use of several design tools to support accessibility and inclusive design in the design and delivery of green infrastructure, assessed through EDC's design management process.

**Stakeholders Impact**

We have undertaken initial consultation with partner authorities and organisations to ensure alignment with policy frameworks and planned actions / projects associated with green infrastructure in the area, including ongoing engagement with the emerging Kent Local Nature Recovery Strategy (LNRS) being led by Kent County Council.

**Sponsor Impact**

None

## **1. Background**

1.1. During 2022/23 several meetings were held between EDC and Natural England to identify positive ways of collaborating and to explore the opportunities for enhancing nature within the Ebbsfleet area. These meetings led to:

- a shared MOU between EDC and Natural England regarding how we will work together; and
- an evaluation of the potential strategic studies that could be undertaken to identify opportunities / actions in Ebbsfleet. In the first instance Natural England advocated for a natural capital accounting study to be undertaken, but this was subsequently discounted on the basis of the scale of the Ebbsfleet area, the complexity and cost of commissioning such a study, and the limited added value it would likely generate. Instead, it was agreed that a Green Infrastructure Strategy would provide a more useful document, that could be published to provide a public understanding of the work that is being undertaken to improve the green infrastructure and enhance biodiversity in Ebbsfleet.

## **2. Aims of the strategy**

2.1. The Green Infrastructure Strategy aims to:

- Establish the policy context for developing green infrastructure in Ebbsfleet and the wider north Kent area.
- Define the context in Ebbsfleet in regard to opportunities and constraints for green infrastructure.
- Define a vision, objectives and performance metrics, and a programme of actions for delivery by EDC to enhance green infrastructure in Ebbsfleet in alignment with the Implementation Framework, local, county and regional strategies, policies and initiatives.

## **3. Drafting process**

3.1. The strategy has been developed through undertaking the following assessments;

- Engaging with partners and stakeholders to identify current policies, projects and programmes related to green infrastructure in the area.
- Identifying EDC's current green infrastructure projects / actions already being delivered / planned within Ebbsfleet against the green infrastructure outcomes, to identify any gaps in delivery.
- Mapping activities geographically across Ebbsfleet to identify any spatial gaps / opportunities on the ground.

- The final exercise was a review of current best practice green infrastructure projects and approaches being implemented across the UK, to identify any missing actions that could be pursued to further enhance green infrastructure delivery and stewardship in the future.

#### **4. Using the strategy going forwards**

- 4.1. The intention is to publish the final version of the strategy on EDC's website (in the Sustainability section – under 'Vision'), to provide a public facing record of our planned activities.
- 4.2. We will use the actions to inform the scheduling of projects and activities within the annual work programme of the Environmental Sustainability Programme. These actions will be collated and prioritised alongside actions derived from the four other priority areas that make up the Environmental Sustainability Framework.
- 4.3. We will continue to engage with the Natural England, the Kent Nature Partnership, adjacent local and county authorities and relevant stakeholders to maintain alignment with the policy framework, and specifically ensure full integration with the Kent Local Nature Recovery Strategy.
- 4.4. We will provide an annual summary to Board on progress made within the annual Environmental Sustainability Project at the conclusion of each financial year.



# Ebbsfleet Development Corporation Board

<b>PART I BOARD ITEM</b>
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**Title of Paper: Finance, Operations & Programme Report as at 30<sup>th</sup> September 2024**

**Paper Number:** EDC 024/079

**Presented By:** Gerard Whiteman, Director of Corporate Services

**Sub Committee:** Not Applicable

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

To inform the Board of the 2024/25 budget and forecast outturn position, together with workforce and other operational issues.

## **EDC Business Plan & KPIs**

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

## **Recommendation FOR DECISION**

The Board is asked to **NOTE** the report and **APPROVE**:

- the ARAC Terms of Reference
- Standing Financial Instructions (SFIs)
- Procurement Policy
- Risk Management Strategy
- Acceptable IT use policy

## **Annexes**

Annex A – 2024/25 EDC Operational (RDEL) Budget

Annex B – ARAC Terms of Reference

Annex C – Standing Financial Instructions (SFIs)

Annex D – Procurement Policy

Annex E – Risk Management Strategy

Annex F – Acceptable IT Use Policy

## **Delegation**

Not Applicable

## **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.

### **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. Introduction**

1.1 This paper updates the Board on the 2024/25 budget for the year together with workforce and other operational issues as at 30<sup>th</sup> September 2024.

## **2. 2024/25 Operational Budget**

2.1 EDC's RDEL revenue funding allocation from DLUHC for 2024/25 is £6 million (the same amount as for the last three financial years) with no provision for any inflation-based increase.

2.2 The £6m RDEL allocation is 'net' and does not include any requirement by MHCLG for EDC to generate a prescribed level of receipts. The Corporation may, subject to the approval of MHCLG, 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 MHCLG last year. The RDEL income forecast for 24/25 is c.£0.7m. In addition, we are utilising 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.

2.3 The current forecast RDEL outturn, detailed in Annex A, shows that the full c. £7.4m will be utilised.

2.4 Following the Office for National Statistics (ONS) classification change, EDC's RDEL funding allocation from MHCLG 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.

### 3. 2024/25 Programme Expenditure – Capital

- 3.1 The original capital (CDEL) allocation from MHCLG for 2024/25 was confirmed at £26.08m. This excluded any CDEL receipts generated by EDC in year.
- 3.2 The current forecast CDEL outturn is £17.3m, of which £880k is marked as at risk or is contingency.
- 3.3 Actual capital expenditure to 30<sup>th</sup> September 2024 was £2.6m.
- 3.4 The overall CDEL programme is monitored under five activity headings. These are listed in Table 1 below along with the 2024/25 forecast and actual spend breakdown.

*Table 1 – 2024/25 Capital Expenditure*

<b>Project Area</b>	<b>Actual Spend YTD 30 Sep 2024 (£m)</b>	<b>Forecast Outturn Full Year 2024/25 (£m)</b>
Ebbsfleet Central	2.2	5.4
Northfleet Riverside	0.2	0.8
Transport and Utilities	0.1	4.5
Civic	0.1	6.6
Stewardship	0	0
<b>Total</b>	<b>2.6</b>	<b>17.3</b>
<b>2024/25 CDEL allocation (excluding receipts)</b>	<b>-</b>	<b>26.08</b>
<b>Budget Headroom</b>	<b>-</b>	<b>8.78</b>

- 3.5 The reduction in spend from £26.08m is mainly due to:
- Electricity expenditure reduced in 24/25, to align with UKPN's delivery programme (with the reduction reprofiled to a later year);
  - Reductions and slippage of various project cost plans.

#### 4. 2024/25 Programme Expenditure – Revenue

- 4.1 The available programme revenue budget (included within the overall RDEL budget) for 2024/25 is £1.4m.
- 4.2 Current forecast outturn for 2024/25 is £1.48m, of which £90k is contingency or risk.
- 4.3 Actual programme revenue expenditure to 30<sup>th</sup> September 2024 was £556k.
- 4.4 As above, the RDEL programme is monitored under five activity headings. These are listed in Table 2 along with the 2024/25 forecast and actual spend breakdown.

*Table 2 – 2024/25 Revenue Expenditure*

<b>Project Area</b>	<b>Actual Spend YTD 30 Sep 2024 (£000)</b>	<b>Forecast Outturn Full Year 2024/25 (£000)</b>
Ebbsfleet Central	20	82
Northfleet Riverside	6	8
Transport and Utilities	69	264
Civic	298	852
Stewardship / Other	163	268
<b>Total</b>	<b>556</b>	<b>1,474</b>
2024/25 Budget	-	1,423
Over/(under) programme	-	51

- 4.5 The £51k is current overprogramming.

## 5. Programme Level risks

5.1 The key risks currently to the programme are:

- No current budget allocation for the next SR period which means that EDC is unable to commit to contracts which extend beyond current allocation timeframes.
- Delay in receipt of approvals (Business Cases and other important project decisions) from MHCLG/HMT could result in failure of the programme to deliver according to profile.

## 6. Health and Safety

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

*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	-

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

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

Area	LTI's	Near Misses	Incident Nature	Outcome
Ebbsfleet Central – Bamber Pit	0	0	Various instances of trespass and fence damage	Fence repaired - Ongoing security and use of CCTV
Ebbsfleet Central – Blue Lake	0	0	Trespass and fence damage	Fence repaired - Ongoing security

## 7 Staffing Structure and Recruitment

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

7.2 The headcount as at 30 September 2024 was 57 FTE.

7.3 Some external/ temporary staff are in post to cover vacancies and to support work on EDC projects including Planning, Procurement, and Property roles.

7.4 Since the last Finance, Programme and Operations Board report in July 2024, three roles are in the process of becoming vacant, due to staff resignations. These posts are Head of Ebbsfleet Central, Commercial Manager, and a Senior Development Manager.

## 8. **ARAC Terms of Reference**

8.1 The current terms of reference are attached at Annex B, having been recently reviewed by the Committee at their September 2024 meeting.

8.2 No amendments to the document are proposed.

8.3 Board is recommended to approve the unchanged ARAC Terms of Reference.

## 9. **Standing Financial Instructions (SFIs)**

9.1 The latest version of the SFIs is attached at Annex C having been reviewed and endorsed by ARAC at their September 2024 meeting.

9.2 Some minor changes were made to the document (before being presented to ARAC) e.g. updating the document to reflect that the Sponsor Department's name has reverted to MHCLG, updating section 59 on the use of EDC debit cards and that EDC Board reporting (on financial information) now occurs quarterly rather than monthly. These amendments were endorsed by ARAC.

9.3 Board is recommended to approve the updated SFIs.

## 10. **Procurement Policy**

10.1 The Board will recall it approved the updated procurement policy back in March 2024. Attached at Annex D is a slightly revised policy which includes two amendments. These amendments have been reviewed and endorsed by ARAC at their September 2024 meeting.

10.2 The first change is at section 4 where, following some experience of the new policy in practice, we are proposing to include some different thresholds for the procurement of "works", as opposed to "goods & services". The second change is at section 21. This is a new section which introduces the concept of a single source supplier, where there is effectively no procurement opportunity other than with an existing supplier. It is to be used only where appropriate and generally for low value items of spend.

10.3 Board is recommended to approve the updated procurement policy.

## 11. **Risk Management Strategy**

11.1 The latest updated version of the EDC Risk Management Strategy is attached at Annex E (a tracked change version showing the proposed amendments along with a new risk governance diagram at Annex A within the document).

- 11.2 It incorporates proposed changes to reflect EDC's revised project governance arrangements i.e. Investment Panel, project SRO's are all EDC Directors etc. It also includes updates to reflect our use of a self-assurance process, assurance mapping and the three lines of defence model (using a process-based approach) to manage risks. All these amendments have been reviewed and endorsed by ARAC at their September 2024 meeting.
- 11.3 Board is recommended to approve the updated risk management strategy.
- 12. **Acceptable IT use policy**
  - 12.1 The policy has been updated following the ARAC request to ensure that the Corporation has clear guidance for staff on the use of mobile phone software such as "WhatsApp".
  - 12.2 The latest version of the policy is attached at Annex F, having been reviewed and endorsed by ARAC at their September 2024 meeting.
  - 12.3 Board is recommended to approve the updated IT use policy.

Budget Heading	Full Year Budget	YTD Budget	YTD Actual	YTD Variance	Full Year Forecast	Full Year Forecast	Comments
	2024/25 £	Month 6 Sept24 £	Month 6 Sept24 £	Month 6 Sept24 £	2024/25 £	2024/25 £	
<b>Board Fees</b>							
Chairman	28,000	14,000	14,000	(0)	28,000	-	
Other Board Members	84,000	42,000	33,000	(9,000)	66,000	(18,000)	
Independent Members (Planning Committee)	10,000	5,000	1,500	(3,500)	10,000	-	
Employer's Oncosts - Board Members	6,670	3,340	2,780	(560)	5,600	(1,070)	
	<b>128,670</b>	<b>64,340</b>	<b>51,280</b>	<b>(13,060)</b>	<b>109,600</b>	<b>(19,070)</b>	
<b>Employee Salary Costs</b>							
CEO Team	308,780	154,390	134,890	(19,500)	285,800	(22,980)	
Projects & Development Team	343,750	171,880	138,020	(33,860)	316,000	(27,750)	
Infrastructure & Enabling Team	293,900	146,950	136,510	(10,440)	298,100	4,200	
Planning & Place Team	1,142,200	571,100	526,760	(44,340)	1,112,500	(29,700)	
Corporate Services Team	713,050	356,530	316,440	(40,090)	652,100	(60,950)	
Employer's NICs	317,600	158,800	140,900	(17,900)	300,400	(17,200)	
Employer's Pension Contributions	585,100	292,550	272,280	(20,270)	567,800	(17,300)	
	-	-	-	-	-	-	
Performance Related Pay	60,000	-	-	-	68,000	8,000	
	<b>3,764,380</b>	<b>1,852,200</b>	<b>1,665,800</b>	<b>(186,400)</b>	<b>3,600,700</b>	<b>(163,680)</b>	
<b>Interim/ Agency Staff Costs</b>	<b>255,000</b>	<b>127,500</b>	<b>151,550</b>	<b>24,050</b>	<b>300,000</b>	<b>45,000</b>	
External HR and Payroll	26,000	13,000	9,910	(22,910)	26,000	-	
	<b>281,000</b>	<b>140,500</b>	<b>141,640</b>	<b>1,140</b>	<b>326,000</b>	<b>45,000</b>	
<b>TOTAL PAY COSTS</b>	<b>4,174,050</b>	<b>2,057,040</b>	<b>1,858,720</b>	<b>(198,320)</b>	<b>4,036,300</b>	<b>(137,750)</b>	
<b>Premises Costs (Owned/Leased/Temp Usage)</b>	<b>302,000</b>	<b>151,000</b>	<b>134,970</b>	<b>(16,030)</b>	<b>302,000</b>	<b>-</b>	
<b>ICT</b>	<b>300,000</b>	<b>150,000</b>	<b>165,450</b>	<b>15,450</b>	<b>325,000</b>	<b>25,000</b>	
Office Equip/ Consumables / Stationery / Postage	30,000	15,000	9,760	(5,240)	30,000	-	
Corporate Legal Support	20,000	10,000	4,920	(5,080)	20,000	-	
Other External Support to Corporate Services	55,000	8,180	32,650	24,470	70,000	15,000	
External Audit (National Audit Office)	60,000	30,000	32,500	2,500	70,000	10,000	
Internal Audit (Government Internal Audit Agency)	25,000	12,500	11,760	(740)	25,000	-	
Insurance	45,000	22,500	31,520	9,020	66,000	21,000	
	-	-	-	-	-	-	
Comms/ Business Engagement	60,000	30,000	35,760	5,760	60,000	-	
	-	-	-	-	-	-	
Travel & Subsistence	26,000	13,000	10,130	(2,870)	25,000	(1,000)	
Vehicle hire	10,000	5,000	3,530	(1,470)	10,000	-	
Recruitment Advertising	15,000	7,500	1,110	(6,390)	17,500	2,500	
Training	55,000	27,500	17,610	(9,890)	55,000	-	
Corporate memberships	25,000	12,500	7,940	(4,560)	25,000	-	
Other Staff Costs (Prof Subs/PPE etc)	40,000	20,000	4,680	(15,320)	30,000	(10,000)	
External support to Planning Service	250,000	125,000	164,000	39,000	275,000	25,000	
	-	-	-	-	-	-	
CSR/ Business Plan / KPI Monitoring	40,000	-	50	50	40,000	-	
	-	-	-	-	-	-	
Bank Charges	2,000	1,000	850	(150)	2,000	-	
	-	-	-	-	-	-	
<b>TOTAL NON-PAY COSTS</b>	<b>1,360,000</b>	<b>640,680</b>	<b>669,190</b>	<b>28,510</b>	<b>1,447,500</b>	<b>87,500</b>	
<b>Programme Revenue</b>	<b>1,422,950</b>	<b>776,880</b>	<b>556,230</b>	<b>(220,650)</b>	<b>1,482,540</b>	<b>59,590</b>	
Estate & Asset Management Costs	500,000	250,000	212,750	(37,250)	500,000	-	
<b>TOTAL EXPENDITURE</b>	<b>7,457,000</b>	<b>3,724,600</b>	<b>3,296,890</b>	<b>(427,710)</b>	<b>7,466,340</b>	<b>9,340</b>	
<b>Income from Central Area &amp; Other Owned Sites</b>	<b>(425,000)</b>	<b>(212,500)</b>	<b>(223,850)</b>	<b>(11,350)</b>	<b>(435,000)</b>	<b>(10,000)</b>	
Planning Fees income	(300,000)	(150,000)	(114,840)	35,160	(300,000)	-	
Other Income / Receipts Rolled Forward	(732,000)	(366,000)	(3,500)	362,500	(732,000)	-	
	-	-	-	-	-	-	
<b>TOTAL INCOME</b>	<b>(1,457,000)</b>	<b>(728,500)</b>	<b>(342,190)</b>	<b>386,310</b>	<b>(1,467,000)</b>	<b>(10,000)</b>	
<b>Net Expenditure</b>	<b>6,000,000</b>	<b>2,996,100</b>	<b>2,954,700</b>	<b>(41,400)</b>	<b>5,999,340</b>	<b>(660)</b>	





**Ebbfleet Development Corporation**

**Audit and Risk Assurance Committee**

**Terms of Reference**

## **Audit and Risk Assurance Committee Terms of Reference**

### **1. Purpose**

The Audit and Risk Assurance Committee (the “Committee”) is a committee of the Corporation’s Board. The principal responsibility for internal controls and procedures as well as the annual preparation of the financial statements lies with management but, on behalf of the Board, the Committee has responsibility for reviewing and where necessary challenging:

- the adequacy of risk management
- reports on systems controls
- processes for information assurance
- the adequacy of and outcomes from internal audit
- the information presented in the Annual Financial Statements
- the Governance Statement
- the policies and procedures governing probity and risk

In discharging these duties, the Committee plays a key role in supporting and advising the Accounting Officer and the Board in relation to the Corporation’s strategic processes for control, risk and governance.

### **2. Responsibilities**

The Committee will advise the Board and Accounting Officer on:

#### **Financial reporting**

- the clarity of disclosure in financial statements, and whether there is adequate evidence of the effective stewardship of resources in support of the Corporation’s objectives
- the appropriateness of accounting policies on a year by year basis and whether proper estimates and judgements have been made, taking into account the views of external audit. The Committee will review the assumptions drawn from actuarial advice on pension funds

#### **The accounting policies, the accounts and the annual report of the organisation, are including:**

- The process for review of the accounts prior to submission for audit;

- the Accounting Officer's Governance Statement, leading the assessment of it for the Board
- Critical accounting policies and practices, and any changes in them;
- Management's letter of representation to the external auditors;
- The extent to which the financial statements are affected by any unusual transactions in the year and how they are disclosed; and
- The levels of error identified and significant adjustments resulting from the audit.

### **Governance, internal controls and risk management systems**

- the adequacy and effectiveness of the processes for control, risk management and governance
- the management of effective risk and corporate governance requirements for the organisation
- the appropriateness of the Corporation's Standing Financial Instructions and Procurement Policy, through an annual review
- assurances relating to the Corporation's information security system and secure data handling requirements
- proposals for tendering for audit services
- the procedures for detecting fraud, obtaining assurances on compliance, and the systems and controls in place for the prevention of bribery
- the adequacy of the Corporation's policies in force to allow confidential reporting (whistle blowing), and proportionate and independent investigation of fraud

### **Internal audit**

- effectiveness of the internal audit function in the context of the overall risk management system
- appointment and removal of the internal auditor, noting that the Government Internal Audit Service is the current incumbent
- review and assess the internal audit plan
- receive reports from internal audit and consider the adequacy of management's responses to recommendations

- any matter arising through its meetings with the internal audit partner when the executive is not present

### External audit

- any matter arising from the planning stage before the annual audit and after the audit at the reporting stage, should these precede comments expressed on the draft Audit Completion Report
- the findings of the annual audit, discussing any major issues arising; noting comments and adjustments highlighted in the draft Audit Completion Report, management's responses and comments on the overall effectiveness of the audit
- any matter arising through its meetings with the audit partner and/or client director when the executive is not present.

### **3. Membership**

The Committee shall be appointed by the Corporation's Board from among its members and shall consist of normally three members.

The Chairman of the Committee shall be appointed by the Board from its members. In the absence of the Committee Chairman, the members present will elect one of themselves to chair the meeting.

The Corporation's Board Chairman will not be eligible to be a Committee member.

Appointment to the Committee shall be for a period up to three years, which may be extended for further periods of up to three years, provided the member still meets the criteria for membership of the Committee.

An independent member appointed by the Corporation Board may serve for a similar period as a member of the Committee.

Where possible, at least one member of the Committee should have a financial or audit background.

### **4. Attendance at Meetings**

The quorum of the Committee shall be at least two members.

Meetings will normally be attended by the Accounting Officer, the Director of Corporate Services, the internal audit partner and representatives from external audit.

The Committee may ask any member of the organisation's staff to attend to assist it with its discussions.

An open invitation will be extended to a member of the DLUHC sponsor teams.

## **5. Frequency of meetings**

Meetings shall be held at least four times a year, at appropriate points in the reporting and audit cycle and otherwise as deemed necessary by the Chairman.

The Accounting Officer or Board may ask the Committee to convene further meetings to discuss particular issues on which they require the Committee's advice.

## **6. Notice of meetings**

Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda and supporting papers shall be forwarded to each Committee member, and any other person required to attend the full meeting, no later than five working days before the meeting.

## **7. Minutes of meetings**

The secretary shall minute the proceedings and decisions taken. Draft minutes of each Committee meeting shall be approved by the Committee Chairman prior to circulation.

Minutes will normally be considered by the Accounting Officer and Corporation Board following the Committee meeting.

## **8. Reporting**

The Chairman shall give oral reports of any urgent or significant matters arising to the next Board meeting, irrespective of whether the Board has received minutes of the Committee's meeting.

The Committee shall make whatever recommendations to the Corporation Board it deems appropriate on any area within its remit where action or improvement is needed.

The Chairman shall present a written annual report on the Committee's activities to the Accounting Officer and Corporation Board, to support the Annual Accounts and the Governance Statement in the Annual Report.

## **9. Other matters**

The Committee may co-opt additional members for a period not exceeding a year to provide specialist skills, knowledge and experience and may procure specialist ad-hoc advice at the expense of the organisation, subject to budgets agreed by the Board.

Internal and external audit partners will have direct access to the Chairman of the Board and to the Committee.

The Committee members will meet at least annually with internal and external audit in a private session.

## 10. Information Requirements

For each meeting, the Committee shall be provided with:

- a progress report from external audit summarising work done and any matters arising from findings of audit(s)
- a progress report from internal audit summarising:
  - a) work performed against work planned
  - b) key issues from audit work and in particular management responses to internal audit reports
  - c) changes to the annual plan of work
  - d) any resourcing issues affecting the delivery of internal audit objectives
- a report on the Corporation's actions in response to internal audit report recommendations
- Tender Waiver report

Half yearly, Committee shall be provided with:

- the Corporation's Strategic Risk Register, unless a new risk or substantial risk change occurs where it can be brought forward at an earlier meeting

From time to time, and when appropriate, the Committee can require and receive insight into any of the activities which are within the terms of reference, including:

- proposals for revision of the terms of reference of Internal Audit
- the Internal Audit strategy
- Internal Audit's Annual Assurance Statement
- the draft statutory accounts for the Corporation
- the Accounting Officer's draft Governance Statement
- a report on any changes to accounting policies, or issues that may affect financial reporting
- reviews of Corporation's governance documents and the risk management framework
- a report on co-ordination of the internal and external auditors

- a 'deep-dive' or 'specialist' risk register presented by the relevant manager
- arrangements for periodic reviews of its own performance and effectiveness, and at least annually, review the terms of reference, reporting the results and any recommended changes to the Corporation's Board
- appropriate training on an on-going basis for all members
- the Business Continuity Plan
- Accounting and budgeting treatment implications



**Ebbfleet Development Corporation**  
**Standing Financial Instructions**



# Standing Financial Instructions

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## **FOREWORD**

The Standing Financial Instructions form part of the Corporation's governance framework including the Board Terms of Reference and a Scheme of Delegation. This document covers all aspects of financial management and control and sets out the business rules and protocols within which Board, Directors and employees must work when taking action on behalf of the Corporation.

### **Version Control**

The Standing Financial Instructions will be reviewed annually. The review will be co-ordinated by the Director of Corporate Services who will then present it to the Audit and Risk Assurance Committee (ARAC).

September 2024

## INTRODUCTION

### General

1. These EDC Standing Financial Instructions (SFIs) are issued in accordance with the **Framework Document** mandated on the Corporation by the Ministry of Housing, Communities and Local Government (MHCLG). The Framework Document is publicly available on the EDC website.
2. These SFIs explain the governance arrangements and financial responsibilities, policies and procedures to be followed by the Corporation. They are designed to ensure that its financial transactions are carried out in accordance with the law and Government policy in order to achieve integrity, accuracy, value for money(vfm), efficiency and effectiveness.
3. EDC has been classified (by the ONS) as a Local Government organisation. It is therefore not a Central Government body; however, the Framework Document requires EDC to operate in line with HMT's Managing Public Money (MPM) and the HMT's Government Financial Reporting Manual (FReM).
4. EDC's financial procedures and processes (including this document) will comply with the Governments Finance functional standard (no.006).
5. Should any difficulties arise regarding the interpretation or application of any of the SFIs, the advice of the Director of Corporate Services must be sought before any action is taken.
6. The failure to comply with the SFIs and Board Standing Orders can in certain circumstances be regarded as a disciplinary matter that could result in dismissal.
7. EDC has other policies that must be adhered to alongside these SFI's – in particular;
  - Risk management strategy / policy
  - Procurement policy
  - Contract Management policy

These other policies (listed above) are available to all staff via SharePoint / Teams.

## Terminology

8. Any expression must have the same meaning as in these instructions:
- **“Accounting Officer”** is the EDC Officer responsible and accountable for funds entrusted to the Corporation. This person is responsible for ensuring the proper stewardship of public funds and assets. The EDC Chief Executive is the Accounting Officer.
  - **“Board”** means the Corporation’s appointed Board, which consists of a Chair and Board Members.
  - **“Board Member”** means any person appointed as a Member of the Board.
  - **“Budget”** means a resource, expressed in financial terms, for the purpose of carrying out, for a specific period, any or all of the functions of the Corporation
  - **“Budget Holder”** means the person with delegated authority to manage the budget for a specific area of the Corporation
  - **“CDEL”** refers to Capital
  - **“Chief Executive”** means the chief officer of the Corporation
  - **“Directors”** are the most senior employees in the Corporation, accountable directly to the Chief Executive, and with responsibility for a significant range of business.
  - **“Director of Corporate Services”** means the Chief Finance Officer of the Corporation.
  - **“Employee”** means any person who is a member of staff of the Corporation. This includes persons employed by the Corporation or seconded into the Corporation and includes the Chief Executive.
  - **“Framework Document”** means the document which sets out the framework within which Ebbsfleet Development Corporation must operate and sets out the respective responsibilities and accountability of EDC and the sponsor Government Department (MHCLG)
  - **“RDEL”** refers to Revenue / Resource

9. Wherever the title Chief Executive, Director of Corporate Services, or other nominated employee is used in these instructions, it must be deemed to include such other Director or employee who has been duly authorised in writing to represent them.
10. Wherever the term “employee” is used it must be deemed to include employees of third parties contracted to the Corporation when acting on behalf of the Corporation.

## **Responsibilities**

### **The Sponsor Department – MHCLG**

11. Creates the Framework Document and ensures the document is regularly reviewed. The Framework Document is signed by both parties (MHCLG and EDC).
12. The MHCLG Secretary of State appoints the Board and the AO.

### **The Board**

13. The Board exercises financial supervision and control by:
  - (a) Formulating the financial strategy to deliver the strategic objectives of the Corporation
  - (b) Requiring the submission of operational budgets within approved allocations / overall income for its approval
  - (c) Reviewing project business cases and approving
  - (d) Defining and regularly reviewing (annually) the responsibilities as stated in the Scheme of Delegation document.

### **Accounting Officer**

14. The Chief Executive has been appointed as the Accounting Officer for the Corporation. The responsibilities delegated to the Accounting Officer are set out in his / her appointment letter from MHCLG as sponsor, including his / her responsibilities for following the principles and rules set out in HM Treasury’s guidance, *Managing Public Money*. The Accounting Officer may be required to give evidence, normally with the Department’s Accounting Officer, when summoned before the PAC on the Corporation’s stewardship of public funds.

15. The essence of the role of the Accounting Officer is a **personal** responsibility for the propriety and regularity of the public finances of the Corporation, and for ensuring that its resources are used economically, efficiently and effectively. The Accounting Officer is expected to sign the Corporation's annual report and accounts along with the Governance Statement. With regards to regularity and propriety, the Accounting Officer is expected to ensure that all actions relating to the stewardship of public funds can withstand the test of Parliamentary and public scrutiny.
16. The Accounting Officer is expected to ensure that:
- appropriate financial systems are in place and applied and that procedures and controls are reviewed regularly so that they remain relevant and reliable, especially during times of change;
  - proper financial procedures are followed and that robust accounting records are maintained;
  - Corporation's annual accounts (and if required by the Secretary of State, any interim accounts) are submitted for audit as soon as reasonably practicable after the year end and any records are made available for scrutiny by the Comptroller and Auditor General (NAO);
  - The Corporation's accounts, and any report prepared by the Comptroller and Auditor General in relation to those accounts, are laid before Parliament within the timetable specified;
  - The Corporation remains within its resource allocations, seeks approval of any expenditure outside normal delegations, respects agreed budgets and avoids unaffordable longer-term commitments;
  - Public funds allocated and granted to the Corporation are properly managed and safeguarded, and that assets for which the Corporation is responsible such as land, buildings or other property are also controlled and safeguarded;
  - In considering policy proposals relating to the resources for which the Accounting Officer is responsible all relevant financial considerations including issues of propriety, regularity or value for money and risk are taken into account in making a decision;
  - Delegation of responsibility is accompanied by clear lines of control and accountability together with reporting arrangements;

- Effective management systems appropriate for the achievement of the Corporation's objectives including financial monitoring and control systems have been put in place;
  - Risks are identified, that their significance is assessed and that systems / mitigations appropriate to the risks are in place in all relevant areas to manage them;
  - Managing opportunity and risk to achieve the right balance commensurate with the organisation's business and risk appetite;
  - Arrangements are in place to secure value for money, ensuring the organisation's procurement, projects and processes are systematically evaluated and assessed to provide confidence about suitability, effectiveness, prudence, quality, good value and avoidance of error and waste and compliant with procurement rules / regulations;
  - The selection and appraisal of programmes and projects, using the Treasury's *Green Book* to evaluate alternatives and good quality project and programme management techniques to track and adjust progress;
17. The Chief Executive is ultimately accountable to the Board, and as Accounting Officer, to the Principal Accounting Officer (the Permanent Secretary) and to the Secretary of State (MHCLG), for ensuring that the Corporation meets its duty to perform its functions within the available financial resources. The Chief Executive has overall executive responsibility for the Corporation's activities; is responsible to the Chairman and the Board for ensuring that its financial obligations and targets are met and has overall responsibility for the Corporation's system of internal control.

#### **Director of Corporate Services**

18. The Director of Corporate Services is the chief financial officer for the Corporation and has been given responsibility by the Accounting Officer for:
- (a) Implementing the Corporation's financial policies and ensuring these are kept up to date;
  - (b) Maintaining an effective system of internal financial control including ensuring that detailed financial procedures and systems incorporating the principles of separation of duties and internal checks are in place, documented and maintained to supplement these instructions;



- (c) Ensuring that sufficient records are kept to show and explain the Corporation's transactions, in order to disclose, with reasonable accuracy, the financial position of the Corporation at any time;
- (d) Providing professional leadership to the finance function, ensuring appropriate training and continued development of the finance function;
- (e) The provision of financial advice to the Board and employees
- (f) The design, implementation and supervision of systems of internal financial control;
- (g) The preparation and maintenance of such accounts, estimates, records and reports as the Corporation may require for the purpose of carrying out its statutory duties.

### **Directors / Budget Holders**

- 19. Have responsibility and delegated authority to manage their particular budgets, for a specific area of the Corporation.
- 20. Each Budget Holder is responsible for ensuring that:
  - any likely overspending (or reduction of income) is not incurred without the prior consent of the Director of Corporate Services and approval by the Chief Executive;
  - the amount provided in the approved budget is not used in whole or in part for any purpose other than specifically authorised;
- 21. All Budget holders must provide information as required by the Finance team to enable budgets to be compiled, maintained and monitored;
- 22. Budget Holders must ensure full compliance with these financial procedures, and in particular: -
  - a) Raise Purchase Orders in a timely manner i.e. when a commitment is entered into / before invoices are received;
  - b) Approve expenditure (invoices) in a timely manner;
  - c) seek appropriate advice in order to ensure that the budget is effectively managed, and

- d) ensure that the amount provided in the approved budget is not used in whole or in part for any purpose other than specifically authorised.

### **Employees**

- 23. Employees, severally and collectively, are responsible for:
  - (a) The security of the property of the Corporation;
  - (b) Avoiding loss;
  - (c) Exercising economy and efficiency in the use of resources and ensuring value for money when entering into transactions;
  - (d) Conforming with the requirements of Board Standing Orders, Standing Financial Instructions, the Scheme of Delegation and any other financial procedures.

### **External staff – secondees / contractors**

- 24. Any seconded staff or employee of a contractor who is empowered by the Corporation to commit the Corporation to expenditure must adhere to these instructions.

### **Delegations**

- 25. These are set out in the Board Scheme of Delegations. These must be reviewed / updated by the Board on an annual basis.
- 26. The Chief Executive may delegate his / her responsibilities but remains accountable for the effectiveness of the Corporation's financial control.
- 27. On behalf of the Chief Executive, the Director of Corporate Services may delegate budgets to Directors or other staff members, to permit the performance of a defined range of activities. The delegation will clearly define the responsibilities of the post and of any other person who will contribute to the management of the budget delegated to them.

### **Fraud and Corruption**

- 28. The Chief Executive as Accounting Officer has overall responsibility for ensuring that there are sound systems of internal control (e.g. procedures, guidance notes and effective supervision) to minimise the opportunities for fraud and corruption within the day-to-day business of the Corporation.

29. In the event of a fraud being detected, the Director of Corporate Services must ensure the Anti-Fraud, Bribery and Corruption policy (Fraud response plan) is adhered to.

### **Gifts and Hospitality**

30. EDC has a gifts and hospitality policy that applies to all EDC staff and Board members. This is available to staff via SharePoint /Teams.

## **FINANCIAL PLANNING: BUDGETARY CONTROL AND MONITORING**

### **Medium Term Planning – EDC Corporate Plan / Spending Review**

31. The Corporation's medium-term activity plans will be set out in the EDC Corporate Plan. This plan will be EDC Board and MHCLG approved.
32. EDC will submit and seek approval (from MHCLG) for its Spending Review submissions (multi years) to support the activities as set out in the EDC Corporate Plan. These SR submissions will detail the RDEL and CDEL requirements that EDC needs to deliver the stated Corporate Plan objectives.

### **Annual Business Plans and Budgets**

33. The Chief Executive will oversee the development of an annual business plan including a high-level financial plan, which is submitted to the Board and MHCLG for approval.
34. The Corporation will be allocated an annual revenue (RDEL) and capital (CDEL) funding / budget allocation by MHCLG (in line with the agreed SR allocation).
35. The MHCLG allocation and any spending limits will be formally specified in a letter from MHCLG to the EDC Accounting Officer.
36. The Director of Corporate Services will, on behalf of the Chief Executive prepare and submit an annual operational budget (RDEL) for approval by the Board.
37. In conjunction with the Director of Corporate Services, the Director of Projects and the Development Director will prepare an annual projects budget (CDEL)

Such budgets (RDEL and CDEL) will:

- be in accordance with the aims and objectives set out in the Annual

Business Plan;

- accord with workload and manpower plans;
- be prepared within the limits of available funds.

### **Accounting and Reporting**

38. The Assistant Director of Finance and his/her staff are responsible for:
- Ensuring all financial activity is recorded accurately in EDCs finance system;
  - monitoring financial performance on a monthly basis and enabling the Director of Corporate Services and other Directors to report financial information to the Board;
  - Producing quarterly financial RDEL reports to the Board in a form approved by the Board, including a comparison of the approved budget with emerging expenditure and income;
  - ensuring and reporting on compliance with the Corporation's policies and procedures so as to enable the Director of Corporate Services to provide assurance to the Board;
  - ensuring that financial support is available on an ongoing basis to Budget Holders to help them manage their budgets successfully;
39. The Director of Corporate Services will ensure that the Board is informed of any changes to the initial allocation of budget and use of funds, drawing the Board's attention to significant variations, associated risks and mitigating actions required.
40. Budgets will be profiled according to when the expenditure is expected to be incurred (i.e. on a resource / accruals basis). Expenditure will be profiled against the relevant areas to provide information on types of costs being incurred. Re-profiling will only take place when there are confirmed changes to budgets.
41. The Programme Office Team are responsible for;
- Producing quarterly financial CDEL reports to the Board in a form approved by the Board, including a comparison of the approved budget with emerging expenditure;

- Working closely with EDC's Finance Team to ensure that all financial aspects of the programme comply with EDC's financial framework, and all financial reporting requirements are complied with in a timely manner.

### **Virement and Transfer of budgets**

42. The Director of Corporate Services may transfer budgetary funds within operational (RDEL) activities, with the agreement of the EDC Chief Executive.
43. It is not permitted to transfer Capital budgets to support increased Revenue spending or visa versa.

### **FINANCIAL PROCESSES**

44. EDC will keep a full record of financial transactions using a recognised computerised financial management system, which will include:
  - (a) A cashbook to record all transactions flowing through EDC's bank account(s);
  - (b) A Purchase Ledger recording invoices received from suppliers, payments made to suppliers and any VAT transactions pertaining to that expenditure;
  - (c) A Sales Ledger to record invoices raised to customers of EDC, and payments received from those customers;
  - (d) A General Ledger to summarise all transactions and from which to produce reports necessary for budget monitoring and the production of management/ year end accounts.
45. EDC's financial year ends on 31<sup>st</sup> March each year.
46. Year End / Final Accounts will be drawn up in accordance with Government requirements and will be audited by the NAO.

### **Ordering and Payment for Goods and Services**

47. All staff must comply with EDC's procurement policy and procedures when purchasing goods and services.
48. Only the EDC CEO / Accounting Officer can enter the Corporation into a contractual agreement / sign contracts.

49. The requisitioner (any member of EDC staff), in choosing the item to be supplied (or the service to be performed) must always obtain the best value for money option for the Corporation.

### **Single Tender Actions (STA)**

50. All STAs are required to be approved by the Chief Executive.
51. The Director of Corporate Services will ensure records are maintained of any duly approved single tender actions (waivers) and present this record for Audit and Risk Assurance Committee scrutiny at each ARAC meeting (usually quarterly) to ensure powers of waivers are not used systematically or regularly to avoid compliance with procurement rules.

### **Contract Extension**

52. Contract extensions are only possible if a valid extension clause is present within the contract allowing it to be legally extended.
53. All contract extensions must be approved by the Chief Executive

### **Purchase Orders**

54. An EDC purchase order must be raised and duly authorised (see delegations) for all purchases of goods and services.
55. Official Purchase Orders must:
  - be consecutively numbered;
  - be in a form approved by the Director of Corporate Services;
  - only be issued by the EDC Finance Team;
  - Orders must not be split or otherwise placed in a manner devised so as to avoid any financial thresholds;
  - Goods are not to be taken on trial or loan in circumstances that could commit the Corporation to a future uncompetitive purchase;

56. The Director of Corporate Services and his/her team will maintain control of the people who are authorised to approve purchase order requests for the supply of goods and services (both RDEL and CDEL). At present, for RDEL spend only the Chief Executive and Directors can approve purchase orders for their respective areas. For CDEL spend, a project approval for the individual project must have been obtained before any spend is incurred / committed.

### **Project CDEL**

57. In conjunction with the Director of Development and Director of Infrastructure and Enabling Works, the Director of Corporate Services:
- must ensure that EDC projects adhere to the Governments appraisal and approval process (Government functional standard Project Delivery no 002);
  - that EDC has process for determining capital expenditure (CDEL) priorities and the effect each proposal has upon EDC's Corporate and business plan;
  - that a project business case is produced (and approved) setting out:
    - An option appraisal of potential benefits compared with known costs to determine the option with the highest ratio of benefits to costs;
    - Appropriate project management and control arrangements.
  - must ensure that the capital investment is not undertaken without confirmation of the availability of CDEL resources including the revenue (RDEL) consequences.

### **Payments – Invoices and grant claims**

58. The Assistant Director of Finance will:
- ensure the prompt payment of all properly authorised invoices and grant claims (matched to an approved PO);
  - be responsible for designing and maintaining a system of verification, recording and payment of all amounts payable;
  - Instructions to employees regarding the handling and payment of invoices within the Finance Department;

- be responsible for ensuring that payment for goods and services is only made once the goods and services are received;
- Payments will be made using electronic banking and appropriately authorised according to the EDC bank mandate.

### **Debit cards**

59. Corporate debit cards are held by the Director of Corporate Services, Assistant Director of Finance, and the Executive Assistant to the CEO. Payment should only be made by debit card if there is no alternative payment mechanism and should be limited to payments not exceeding £2,500. Approval for the purchase (in accordance with EDC's scheme of delegation) should be sought before making the debit card payment.
60. Supporting documentation should be obtained to evidence the payment and retained by Finance for audit purposes.
61. Debit card payments will be monitored daily by the Finance Team when posting the cash book transactions.

NB - EDC does not operate a petty cash system

### **Expenses (Travel and Subsistence)**

62. All staff and Board Members can reclaim the actual authorised reasonable cost of expenses incurred wholly, exclusively and necessarily in the connection with the performance for the duties of their employment and for which they would not otherwise receive compensation.
63. The EDC Travel and Subsistence Policy is available on SharePoint / Teams.

### **Pre – Payments**

64. Pre-payments are only permitted where exceptional circumstances apply. In such instances:
  - the appropriate Director must provide a case setting out all relevant circumstances of the purchase. It must also set out the effects on the Corporation if the supplier is at some time during the course of the pre-payment agreement unable to meet his commitments;
  - the Director of Corporate Services will need to be satisfied with the proposed arrangements before contractual arrangements proceed. Directors are responsible for ensuring that all items due under a pre-



payment contract are received and he/she must immediately inform the Director of Corporate Services or Chief Executive if problems are encountered.

## **INCOME: RECEIPTS AND PLANNING FEES**

### **Income Systems**

65. The Director of Corporate Services is responsible for designing, maintaining and ensuring compliance with systems for the proper recording, invoicing, collection and coding of all monies /funding due.
66. The Director of Corporate Services is also responsible for ensuring prompt banking of all cheques / monies received.
67. The holders of EDC safe keys must not accept unofficial funds for depositing in the safe

### **Fees and Charges**

68. EDC Planning fees and charges must be in line with appropriate Government guidelines on Fees and Charges.
69. Planning fees are refundable in accordance with national planning policy.

### **Debt Recovery**

70. The Director of Corporate Services is responsible for the appropriate recovery action on all outstanding debts (in line with Government Functional standard no 014 and EDC's Debt Management Strategy).
71. Income not received must be dealt with in accordance with losses procedures for recovery and reporting.
72. Overpayments must be avoided but in the event at it occurs, all reasonable steps must be taken to achieve recovery.

## **ANNUAL REPORT AND ACCOUNTS**

73. The Accounting Officer will ensure that EDC produces an Annual Report and Accounts for the Corporation, with support from the Director of Corporate Services. The annual report and accounts must be produced in the required format.
74. The annual financial accounts will be scrutinised by the Audit and Risk Assurance Committee prior to being submitted to the Board for approval.

75. The Corporation's Annual Report and Accounts must be audited by the National Audit Office (or its appointed auditor), adopted by the Board and laid before Parliament at the earliest opportunity
76. The Assistant Director of Finance on behalf of the Board and the Chief Executive will:
  - prepare financial returns in accordance with the guidance given by MHCLG and the Treasury, the Corporation's accounting policies, and generally accepted accounting principles and standards;
  - submit financial returns to the Secretary of State for each financial year in accordance with the timetable prescribed MHCLG.

## **AUDIT**

### **Audit and Risk Assurance Committee**

77. For detailed information on the Audit and Risk Assurance Committee's role and responsibilities, please refer to the Audit and Risk Assurance Committee Terms of Reference.

### **External Audit (NAO)**

78. The National Audit Office are the Corporation's external auditor. The Audit and Risk Assurance Committee is responsible for ensuring that the external auditors deliver a cost-effective service to Corporation. If there are any problems relating to the service provided by the External Auditor, the Director of Corporate Services must raise this with the External Auditor in the first instance and refer it to the Audit and Risk Assurance Committee if unresolved.
79. The External Auditors attend the Audit and Risk Assurance Committee and other committee meetings if required.
80. The External auditors are entitled without necessarily giving prior notice to ask for and receive:
  - (a) Access to all records, documents and correspondence relating to any financial or other relevant transactions, including documents of a confidential nature
  - (b) Access at all reasonable times to any land, premises, the Board or employees of the Corporation

(c) Explanations concerning any matter under investigation.

### **Internal Audit**

81. Internal Audit (IA) will review, appraise and report upon:
- (a) The extent of compliance with relevant established policies, plans and Procedures;
  - (b) The adequacy and application of financial and other related management controls;
  - (c) The suitability of financial and other related management data;
  - (d) The extent to which the Corporation's assets and interests are accounted for and safeguarded from loss of any kind, arising from:
    - (i) Fraud and other offences;
    - (ii) Waste, extravagance, inefficient administration;
    - (iii) Poor value for money or other causes.
  - (e) The assurance framework and the controls that support the Accounting Officer's Governance Statement included in the Corporation's Annual Accounts.
82. Internal Audit will agree an audit plan with the Director of Corporate Services, for agreement by the Chief Executive, and will present it to the Audit and Risk Assurance Committee for approval. IA will issue a progress report on the audit plan at regular intervals for review by the Audit and Risk Assurance Committee.
83. Whenever any matter arises which involves, or is thought to involve, irregularities concerning cash, or other property or any suspected irregularity in the exercise of any function of monetary nature, the Director of Corporate Services must be notified immediately by IA.
84. Internal Audit will attend Audit and Risk Assurance Committee meetings and has a right of access to all Audit and Risk Assurance Committee members, the ARAC Chair and the Chief Executive.
85. Internal Audit can raise any concerns with the Chief Executive as Accounting Officer in order to maintain independence of the internal audit function.

86. GIAA are responsible for Ensuring that an annual internal audit report is prepared for the consideration of the Audit and Risk Assurance Committee. The report must cover:
- (i) A clear opinion on the effectiveness of internal control in accordance with current guidance issued by Government on the assurance framework including, for example, compliance with control criteria and standards
  - (ii) Major internal financial control weaknesses discovered
  - (iii) Progress on the implementation of internal audit recommendations
  - (iv) Progress against the current internal audit plan
  - (v) A detailed internal audit plan for the coming year
87. The purpose, authority and responsibility of the internal audit activity must be formally defined in an internal audit charter; The audit charter agreement must be in writing and must comply with the guidance on reporting contained in the Internal Audit Standards
88. The Internal Audit will have annual 'closed' meetings with the members of the Audit and Risk Assurance Committee to review performance and consider further learning points from internal audit findings and audit process

## **FIXED ASSET REGISTER AND SECURITY OF EDC ASSETS**

### **Asset Registers**

89. On behalf of the Accounting Officer, the Director of Finance and Corporate Services is responsible for the maintenance of registers of Assets, the form of any register and the method of updating, and arranging for a verification of assets exercise against the asset register to be conducted once a year.
90. The Corporation must maintain a register of fixed assets; single items over £5,000 or items considered part of a group with a total cost exceeding £5,000.
91. Additions to the fixed assets register must be clearly identified and be validated by reference to a Supplier's invoices.
92. Where capital assets are sold, scrapped, lost or otherwise disposed of, their value must be removed from the accounting records and each disposal must be validated by reference to authorisation documents and invoices (where appropriate).

93. The Assistant Director of Finance and Corporate Services must approve procedures for reconciling balances on fixed assets accounts in ledgers against balances on fixed asset registers.

### **Security of EDC Assets**

94. The overall control of fixed assets is the responsibility of the Chief Executive. The Director of Corporate Services discharges this responsibility on his/her behalf.
95. Asset control procedures must be approved by the Director of Corporate Services. These procedures will make provision for:
- Recording officer responsibility for each asset
  - Identification of additions and disposals
  - Identification of all repairs and maintenance expenses
  - Physical security of assets
  - Periodic verification of the existence of, condition of, and title to, assets recorded
  - Identification and reporting of all costs associated with the retention of an asset
  - Reporting, recording and safekeeping of cash, cheques, and negotiable instruments.
96. Where practical, assets must be marked as Corporation property.
97. The responsible officers shall maintain an asset register relating to the assets under their overall control and will instigate periodic physical checks of assets against the register. All discrepancies revealed by verification of physical assets to the fixed asset register must be notified to the Director of Finance and Corporate Services. The responsible officers shall immediately notify the Director of Finance and Corporate Services of any misuse of or damage to an asset in the Corporation's possession. Any suspected or actual instance of theft must also be immediately notified.
98. Whilst each employee has a responsibility for the security of property of the Corporation, it is the responsibility of Directors and senior employees in all disciplines to apply such appropriate routine security practices in relation to property as may be determined by the Board. Any breach of agreed security practices must be reported in accordance with instructions.
99. Any damage to the Corporation's premises, vehicles and equipment, or any loss of equipment, stores or supplies must be reported to Directors as soon as possible.

100. Recommendations for the disposal or writing off of any equipment shall be referred to the Director of Finance and Corporate Services who shall determine the recommendation and make appropriate financial records.

### **Depreciation of Fixed Assets**

101. The Corporation will maintain specified capitalisation limits, to be approved by the Corporation as part of its accounting policies.
102. Expenditure on office refurbishments, office furniture and fittings, office equipment, IT equipment and infrastructure are capitalised as tangible assets if having a value of £5,000 or more and having a working life of more than one year. Assets costing below £5,000 are capitalised when considered part of a group if total costs exceeds £5,000 in value. The assets are recorded at cost.
103. Expenditure on IT software developments, are capitalised as intangible assets if having a value of £5,000 or more or considered part of a group with a total cost exceeding £5,000.
104. Depreciation and amortisation on fixed assets will be provided on a straight-line basis, at rates calculated to write off the costs, less any residual value, over their estimated useful lives as follows: -

#### Property, Plant and Equipment

##### Furniture and fittings: -

Office Equipment	5 years
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##### Information Technology: -

IT equipment	3 years
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##### Intangible

Software Licences	3 years
Developed Software and website	3 years

Specialist Assets – e.g. Office Buildings or Infrastructure / Networked assets. Suitable accounting and depreciation methods for these types of assets will be agreed with the external auditors.

## **DISPOSALS AND CONDEMNATIONS, LOSSES AND SPECIAL PAYMENTS**

### **Disposals and Condemnations**

105. When it is decided to dispose of a Corporation asset, the market value of the item must be obtained, taking account of professional advice where appropriate.
106. All unserviceable articles must be condemned or otherwise disposed of by an employee following authorisation by the Director of Corporate Services.

### **Losses and Special Payments**

107. MHCLG / HM Treasury retains control over certain write-offs and payments known collectively as losses and special payments:
  - Losses cover any case where full value has not been obtained for money spent or committed, including cash losses, losses due to errors by staff;
  - Special payments cover any compensation payments, extra contractual or ex gratia payments, and any payment made without specific identifiable legal power for the Corporation to make the payment.
108. The Director of Corporate Services is responsible for maintaining a register of losses and special payments in which write-offs and other related action is recorded. Losses and Special Payments occurring in any period must be notified at each Audit and Risk Assurance Committee meeting.
109. Any employee discovering or suspecting a loss of any kind must immediately inform their Director, who must immediately inform the Chief Executive and the Director of Corporate Services.
110. The writing-off of losses cannot be given effect without the approval of the Accounting Officer within their defined limits.

## **BANK ACCOUNTS**

### **General**

111. All banking is carried out on the Corporation's behalf by the Corporation's appointed bankers. The Corporation operates its accounts via the Government Banking Service and commercial accounts as deemed appropriate by the Director of Corporate Services.

112. The Director of Corporate Services must also ensure that there are robust monthly reconciliations of the Corporation's accounting records to those of the Corporation's appointed bankers to help ensure integrity and reliability in financial reporting.

### **Bank Accounts**

113. The Director of Finance and Corporate Services is responsible for:

- (a) establishing bank accounts operated via the Government Banking Service and by Commercial Banks
- (b) ensuring payments made from bank accounts do not exceed the amount credited to the account
- (c) reporting to the Board all arrangements made with the Corporation's bankers for accounts to be overdrawn
- (d) ensuring compliance with MHCLG guidance on the level of cleared funds.

### **Banking Procedures**

114. The Assistant Director of Finance will prepare detailed instructions on the operation of bank accounts which must include:

- (a) the conditions under which each bank account is to be Operated

## **INSURANCE**

### **Insurance arrangements**

115. The Corporation will comply with its legal obligations to effect insurance cover where required.

116. The Director of Corporate Services is responsible for:

- Effecting adequate insurance to protect the Corporation's interests
- Ensuring an annual review of the Corporation's insurance is undertaken.

117. It is the responsibility of Directors to:



- Notify the Director of Corporate Services promptly of all new risks requiring insurance and of any alterations affecting existing risks or insurance

## **INFORMATION TECHNOLOGY**

118. The Director of Corporate Services, is responsible for:

- Implementing any necessary procedures to ensure adequate (reasonable) protection of the Corporation's data, programmes and computer hardware for which he/she is responsible from accidental or intentional disclosure to unauthorised persons, deletion or modification, theft or damage, having due regard for the Data Protection Act
- Ensuring that adequate reasonable controls exist over data entry, processing, storage, transmission and output to ensure security, privacy, accuracy, completeness and timeliness of the data, as well as the efficient and effective operation of the system
- Ensuring that an adequate management audit trail exists through the computerised system and that such computer audit reviews as he/she may consider necessary are being carried out.

119. The Director of Corporate Services must satisfy him/herself that new financial systems and amendments to current systems are developed in a controlled manner and thoroughly tested prior to implementation. Where this is undertaken by another organisation, assurances of adequacy will be obtained from them prior to implementation.

120. Where another organisation provides a computer service for EDC applications, the Director of Finance and Corporate Services must periodically seek assurances that adequate controls are in operation.

121. Where computer systems have an impact on corporate financial systems, the Director of Corporate Services must satisfy that:

- Systems acquisition, development and maintenance are in line with corporate policies;
- Data produced for use with financial systems is adequate, accurate, complete and timely and that a management (audit) trail exists;
- Such computer audit reviews as are considered necessary are being carried out.

## **RETENTION OF RECORDS**

122. The Chief Executive is responsible for maintaining records required to be retained in accordance with Corporation's Retention and Disposal policy. The Information Asset Owners (Directors) have responsibility for carrying out this action for their sections on the Chief Executive's behalf.
123. Corporation's records are kept to:
- Meet current and future business needs;
  - Comply with statutory, legal and corporate governance best practice requirements;
  - Ensure that the way we manage records is documented, understood and implemented; and
  - Meet the reasonable current and future needs of internal and external stakeholders.
124. Records that are no longer required are eliminated as early as possible in an authorised and systematic manner in line with EDCs Retention & Disposal schedule and destruction process.
125. The Information Asset Owner is responsible for ensuring the destruction process is followed and that records are reviewed and logged before destruction.

## **HR – PAYROLL AND PAY**

### **Remuneration Committee**

126. For detailed information on the Remuneration Committee's role and responsibilities, please refer to the Remuneration Committee Terms of Reference document.

### **Employee Appointments**

127. The recruitment of individual employees including the use of agency employees will be the responsibility of the appropriate Director, but it also requires the express written approval of the Chief Executive.
128. No Director or employee may re-grade employees, either on a permanent or temporary nature, or agree to changes in any aspect of remuneration unless authorised to do so with the express approval of the Chief Executive.

## **Processing of Payroll**

129. MHCLG and EDC have a service level agreement using MHCLG's payroll supplier regarding arrangements for:
- Verification and documentation of payroll data;
  - The timetable for receipt and preparation of payroll data and the payment of EDC employees;
  - Security and confidentiality of payroll information;
  - Checks to be applied to completed payroll before and after payment;
  - Release of payroll data under the provisions of the Data Protection Act;
  - Specifying timetables for submission of properly authorised time records and other notifications;
  - The final determination of pay;
  - Maintenance of subsidiary records for superannuation, income tax, social security and other authorised deductions from pay;
  - Procedures for payment by bank credit to employees;
  - Procedures for the recall of cheques and bank credits;
  - Pay advances and their recovery; maintenance of regular and independent reconciliation of pay control accounts.
130. Regardless of the arrangements for providing the payroll service, the Director of Corporate Services must ensure that the chosen method is supported by appropriate (contracted) terms and conditions, adequate internal controls and audit review procedures and that suitable arrangements are made for the collection of payroll deductions and payment of these to appropriate bodies.

## **EDC Contract of Employment**

131. The Chief Executive has delegated responsibility to the Director of Corporate Services for ensuring that all employees are issued with a Contract of Employment in a form which complies with employment legislation.

## **Confidentiality**

132. The confidentiality of EDC employees' financial circumstances will be respected at all times, subject to any legitimate requests by HMRC and law enforcement authorities



## **Ebbfleet Development Corporation**

### **PROCUREMENT POLICY**

**September~~March~~ 2024**

# 1. Summary

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

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

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

## 2 Key Principles

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

## 3 Authority to Procure

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

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

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

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

## 4 Proportionality and Competition

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

<b>Value of Purchase</b>	<b>Minimum Competition Requirement</b>
Purchase value up to £1,500 incl. VAT	No requirement for a competitive procurement.
Purchase value in excess of £1,500 incl. VAT and up to £15,000 incl. VAT	No requirement for a competitive procurement. 1 written quote must be obtained. Procuring Managers should retain appropriate written evidence to demonstrate value for money has been achieved.



Purchase value in excess of £15,000 incl. VAT and up to UK Threshold limits	A minimum of three written quotations must be sought.
Purchase value in excess of UK 'Threshold limits'.  The Threshold limits as at Jan 2024 are:  <del>Works: £5,336,937</del> Services & Supplies: £214,904	A minimum of 5 written quotations must be sought.

#### 4.4 For Works

Value of Purchase	Minimum Competition Requirement
Purchase value up to £50,000 incl. VAT	No requirement for a competitive procurement. 1 written quote must be obtained. Procuring Managers should retain appropriate written evidence to demonstrate value for money has been achieved.
Purchase value in excess of £50,000 incl. VAT and up to £250,000 incl. VAT	A minimum of three written quotations must be sought
Purchase value in excess of £250,000 incl VAT  The Threshold limits as at Jan 2024 are:  Works £5,372,609	A minimum of 5 written quotations must be sought.

4.5 If fewer quotes are received than shown above, authority from the CEO must be obtained prior to appointing a supplier from those that have provided a quote. The CEO will require evidence that value for money is being achieved. If vfm cannot be evidenced the procurement exercise will need to be re-run.

4.6 — **A Direct award** (using a Framework – see next section) can be used if the Framework allows for this procedure (NB - not all do and have differing values / amounts involved) and the Procuring Manager deems this approach to be the most appropriate action, as a direct award involves no competition. Where a Framework Direct award is used (and complies with the Framework rules / procedures) then the direct award will not be considered to be a single tender action (STA - see section 20 use of Single Tenders).

## 5 Routes to Market

5.1 There are different 'routes to market' available i.e. the means by which suppliers are engaged and proposals/bids to supply the required services or works are sought. The value, risk and complexity of the goods/services/works being purchased will generally determine the most appropriate route to market. The Corporation utilises the three routes set out below (for procurement activity above £15k incl VAT).

5.2 Procuring Managers, after consulting with the Procurement team, will determine the most appropriate route to market.

### 5.3 Frameworks

5.3.1 A procurement framework, also known as a Framework Agreement, is an umbrella agreement put in place that enables buyers (who sign up to use a particular framework) to place orders for goods, services or works. Frameworks usually mean that suppliers have undergone some form of competitive process and met certain criteria before being accepted onto the Framework.

5.3.2 Frameworks set out the terms – including Terms and Conditions (T&Cs), price, quality and quantity – under which contracts can be awarded to pre-approved suppliers.

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

### 5.4 Request for Quotations (RFQ)

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

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

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

### 5.5 Invitation to Tender (ITT)

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

## 6 EDC Procurement Portal and the use of “Contracts Finder” and “Find a Tender” (FTS).

- 6.1 The Public Contract Regulations (2015) require in-scope bodies like EDC, to publish an ‘Opportunity Notice’ on the national Find a Tender (FTS) and “Contracts Finder” portal for all procurement opportunities above a certain value (See Procurement Policy Note (PPN 01/23) for details). The value is currently set at £30,000 (incl. VAT). We must also publish a ‘Contract Award Notice’ for all procurements above that value.
- 6.2 FTS and Contracts Finder is a critical part of delivering the UK government’s commitments for transparency in procurement and for making it easier and more accessible for smaller businesses and voluntary or charitable organisations to do business with the public sector.
- 6.3 However, where a Framework or a restricted RFQ process is being used (or a single tender award) by the Corporation, then the requirement to publish (advertise) an ‘Opportunity Notice’ on FTS/Contracts Finder does not apply. The ‘Contract Award Notice’ (once the winning supplier has been selected) must be published for all purchases above the set value (currently £30,000 incl. VAT) no matter which Route to Market has been used.
- 6.4 The Corporation uses the “In-tend” e-procurement portal and this automatically updates FTS/Contracts Finder with the relevant information. **Therefore, all EDC procurements above £30,000 (incl. VAT) must be entered into the “In-Tend” portal**, unless a framework is being used that specifies the use of an alternative procurement portal. The Framework will specify the process for the contract award notification.
- 6.5 To ensure the above happens, all procurements above £30k incl. VAT not using a Framework will be coordinated by the Procurements Team.

## 7 Contract or T&C’s

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

- 7.5 For purchases above £15,000 incl. VAT) approval from the CEO to use a suppliers T&C's must be obtained first.

## 8 Procurement documentation

- 8.1 An effective Procurement exercise is one that secures the required goods, works or services at the best price, as efficiently as possible from both the Corporation as 'buyer' and suppliers' point of view, and requires the following:

- Clear and concise tender documentation in the form prescribed by the EDC procurement method (route to market);
- Clearly specified EDC requirements (scope / brief);
- Clear and proportionate submission requirements including information that must be submitted by suppliers, the timescales and process for responding;
- Clearly stated evaluation criteria i.e. how the Corporation will assess the bids and select the preferred supplier;
- A good understanding of the supplier market and how to ensure the best value for money can be obtained from that market.

- 8.2 The Procuring Manager is responsible for the preparation of the required documentation and should ensure that it meets the criteria above. The Procurement team will provide advice and guidance as a 'critical friend' to ensure compliance and best practice.

- 8.3 The following are examples of the documents that the Procuring Manager may prepare before sending out any procurement information to potential suppliers:

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

## 9 Procurement Timelines for Supplier responses

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

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

- 9.2 The timelines given to potential suppliers (as part of the procurement documentation issued) must also include a deadline for any clarification queries. Clarifications will be coordinated as follows:
- For procurements up to £30k (incl. VAT) – by the Procuring Manager
  - For procurements over £30k (incl. VAT) – by the Procurement Team

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

9.4 Clarification responses must be made available to all potential suppliers

## **10 Quality / Price evaluation weighting**

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

## **11 Submission and Opening of Supplier responses**

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

11.2 The submissions will be stored as follows:

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

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

- For procurements over £30k (incl VAT)

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

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

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

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

## **12 Abnormally low bids from suppliers**

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

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

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

## **13 Financial & General Suitability checks of suppliers**

13.1 Using a Procurement Framework has the benefit that it will have included suitability, financial strength and capacity assessments of suppliers as part of the original set up of the Framework. However, Procuring managers have a responsibility to do some general supplier suitability & vetting checks as part of the evaluation and selection process, regardless of the route to market being used.

13.2 Where a Framework is not being used, then the following checks will need to be carried out. This will include the following:

- For procurements between £15,000 incl. VAT and up to £90k (incl. VAT) - The shortened supplier questionnaire version will be used – and

be reviewed by the Procuring Manager and the relevant SRO / Budget holder.

- For procurements over £90k (incl VAT) - The full supplier questionnaire will be used – and be reviewed by the Procurement Team

13.3 The Finance Team will carry out the following financial checks (on all values of procurement) on suppliers (where a Framework is not being used)

- Report generated using the Creditsafe platform which RAG rates suppliers financial standing

13.4 Following a review of the financial and questionnaire responses, approval to use a new supplier will be confirmed by the Director of Corporate Services.

## 14 Procurement Evaluation and Award recommendation

14.1 The Corporation will adopt an evaluation methodology which is proportionate to value and complexity of the proposed purchase. All evaluations, of any value, must be adequately documented to clearly explain the decision in a transparent manner.

- **For purchases between £15,000 incl. VAT and up to £30k incl. VAT.**

14.2 The evaluation exercise will be arranged and carried out by the Procuring Manager (using the relevant EDC templates) and the award recommendation signed off by the SRO and the Director of Corporate Services. Feedback for all suppliers will be gathered (and issued if requested by a supplier) by the Procuring Manager using the relevant EDC template.

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

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

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

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

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

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

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

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

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

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

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

## **15 Fair and Equal Treatment for All**

15.1 All procurement processes rely upon fair competition between suppliers. All EDC procurement exercises will follow the UK public procurement principles of 'Equality, Transparency and Fairness'. EDC will take steps to ensure no supplier has, or is perceived to have, an unfair advantage over other suppliers, including during any pre-tender market engagement.

15.2 Any conflicts of interests, where known in advance, will need to be considered before commencing any procurement exercise. Please check with the Procurement Team and/or Lead Director / Director of Corporate Services. If necessary, legal advice may be required.

15.3 A Conflicts of Interest (Col) template should be included with the documentation sent to suppliers (for over £15k incl. VAT). Col forms should also be sent to the evaluation panel members as standard, prior to starting any evaluation process. This is to ensure that they can declare any conflicts before they receive bid submissions. NB: Bid submissions should not be released until every panel member has returned their Col declaration.



## **16 Social Value in EDC procurements**

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

## **17 Environmental Sustainability**

- 17.1 The Corporation is committed to sustainable development and as such our procurement arrangements are under continual review to ensure that they support the wider UK Government carbon management policies and approaches.
- 17.2 For major construction and works activities, environmental sustainability will form a key part of the specification and evaluation criteria for the award of contracts, in line with PCR 2015 regulations.
- 17.3 For all procurements over £90,000 incl. VAT, the Corporation will require suppliers to have carbon reduction plans in place and demonstrate a commitment to helping the UK achieve net zero carbon emissions by 2050.

## **18 Public Sector Equality Duty**

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

## 19 Modern Day Slavery

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

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

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

## 20 Use of Single Tender Action (STAs)

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

20.2 All STA's must be approved by the CEO (using the STA template) before entering into any agreement with a supplier. The STA template requires a detailed explanation and justification as to why a competitive process is not being used.

20.3 All STAs are reported to our Audit, Risk and Assurance Committee (ARAC) who monitor their usage.

20.4 \* Direct Awards allowable under a specific framework arrangement (see section 4.4) will not be considered as a STA – provided they are fully compliant with the Framework rules / procedures.

## 21 Single Source Supplier (SSS)

21.1 Some purchases are made by the Corporation where there is no alternative supplier, and it is therefore necessary to buy those goods or services from a

Single Source Supplier. Typically, these purchases will be of relatively low value, but higher values may be incurred.

21.2 In SSS situations, the Procuring Manager, with the prior approval of their Director can raise a Purchase Order without placing the item on the Procurement Pipeline or obtaining a contract number.

21.3 Examples of SSS purchases are:

- Tickets/ passes for events or conferences
- Subscriptions
- Software upgrades

21.4 This list is not exhaustive but illustrative only. If you are unsure whether your intended purchase is a SSS purchase, please speak to your Director.

21.5 Staff must not raise POs for a SSS purchase without the prior approval by email from their Director. This will be the authority required by Finance to raise the PO

## **21.222 Investment in a Project by way of Grant**

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

## **22.223 Signing the contract with the successful supplier**

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

## **23.224 Contract Management Principles**

23.224.1 Contract management is an EDC responsibility. An EDC contract manager will be identified. For Programme spend this will usually be the Project Manager that ordered the goods, works or services. It is the process of systematically and efficiently managing contract delivery whilst maximising

financial and operational performance and minimising risk.

[23.224.2](#) Contract management aims to ensure:

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

[23.324.3](#) All EDC Contractual documentation must be stored on the EDC Contracts Register.

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

## [2425](#) **Contract Modifications**

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

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

[24.325.3](#) Refer to the Contract Management Policy for further detail and seek guidance from the Procurement Team where modifications are likely to be needed.

[24.425.4](#) To minimise the requirement for modifications, when drafting the scope for any procurement, consideration must be given to the full extent, including

price, known scope and length of the contract required, and when an estimated value for the contract is provided – for example in the Award Notice - this should include the estimated costs of all ‘core services’ and the value of anticipated and potential ‘additional service’ requirements. The procurement documentation and subsequent form of contract should clearly provide for the ‘draw down’ of all core and additional services and set out the terms, including price or rates, for the ‘drawdown’ of those services.

[24.525.5](#) The relevant SRO or admin budget holder will need to ensure that any proposed modifications are compliant with s.72 before seeking approval from the CEO.

[24.625.6](#) The CEO is the only person authorised to sign contracts, and therefore also modifications to contracts, on behalf of the Corporation.

## **[2526](#) Managing the EDC Procurement Pipeline**

[25.126.1](#) In order to ensure efficient and effective planning for the range of procurements conducted by the Corporation, we will maintain a ‘Procurement Pipeline’.

[25.226.2](#) The “pipeline” spreadsheet is administered by the Procurement Team but jointly maintained by the Procuring Managers. It’s stored centrally on SharePoint so that all procuring managers can keep it updated with any new and potential procurements.

[25.326.3](#) All procurements above £1,500 incl. VAT contract value will be entered onto the pipeline by the Procuring Manager.

## **[2627](#) Procurement Lessons Learnt**

[26.127.1](#) At least annually, EDC will review its procurement activity to see what has worked well and what needs to be done differently in the future.

[26.227.2](#) The lessons learnt exercise will be led by the Director of Corporate Services and may result in adjustment to this and other relevant policies.



# **Ebbfleet Development Corporation**

## **Risk Management Strategy**

## CHANGE HISTORY

Version No.	Date	Details of Changes included in Update	Author(s)
1.0	21 April 2015	Approved at EDC Board	Jane Sweeney
1.1	October 2017 and Jan 2018	To reflect EDC's risk reporting structure	Gerard Whiteman
1.2	March 2018	To include feedback from Jan ARAC	Gerard Whiteman
1.3	May 2018	To include feedback from April ARAC	Gerard Whiteman
2.0	19 Aug 2022	Draft prepared for further comment	Gerard Whiteman/CB
2.1	Oct 2022	Updated following Sept ARAC and Oct risk sub-committee review	Gerard Whiteman
2.2	Dec 2022	Further updated following Nov risk sub-committee review	Gerard Whiteman
2.3	Feb 2023	To include feedback from Jan ARAC	Gerard Whiteman
2.4	Sept 2024	To reflect EDC's updated risk reporting structure – Project governance arrangements / Investment Panel	Gerard Whiteman

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# Chapter 1

## Introduction

The identification and management of risk is an integral tool in the delivery of any successful project or programme, and the responsibility to identify risk falls to every member of the team, regardless of their role and function.

A risk is defined as **“an uncertain event or set of events which, should it occur, will have an effect on the achievement of objectives”**.

Risk management is a continual cyclical process through which the level of threat to a project / programme can be **identified and assessed with an agreed response / mitigation**, controlled and minimised, and through which opportunities can be maximised. When carried out effectively, risk management can significantly increase the probability of a project's success, help to support better decision making and protect against liabilities and delays.

This risk management strategy, which defines the procedures, tools and processes put in place to manage the successful delivery of the garden city at Ebbsfleet, is the responsibility of the Senior Responsible Owner (SRO), in this case the Chief Executive of Ebbsfleet Development Corporation.

Although the SRO has overall responsibility, it is the responsibility of all individuals involved in the **Ebbsfleet** programme to manage and report risks.

# Chapter 2

## Accountability and Governance

### Roles and Responsibilities

#### Chair and Board

- Overall responsibility for ensuring that a sound system of internal controls is established.

#### Audit and Risk Assurance Committee

The ARAC Committee has responsibility for reviewing and where necessary challenging:

- the adequacy of risk management
- the policies and procedures governing probity and risk

In discharging these duties, the Committee plays a key role in supporting and advising the Accounting Officer and the Board in relation to the Corporation's strategic processes for control, risk, and governance

#### Investment Panel

The Investment Panel provides assurance to the Board that larger, more complex projects, involving greater levels of risk are being shaped and managed by the organisation in an appropriate manner having regard to the Board's risk appetite, and in line with strategic objectives.

#### The Chief Executive

- Senior Responsible Owner and has accountability for the successful delivery of the programme. Responsible for overall ownership of risk and ensuring that risk management structures and processes are in place.

#### Risk Sub-Committee

- Comprising the CEO and Directors, the Risk Sub-Committee is responsible for monitoring Corporate risks, ensuring the risk management strategy is regularly reviewed and updated and for ensuring a culture of sound risk management is embedded within the whole organisation

#### Project Boards

- Oversee projects and are responsible for the project risk management approach and changes to the project risk registers. They also review any escalated project risks and if necessary, escalate the risks further / ensure they are included on the Corporate risk register (if required).

## Director of Corporate Services

- Responsible for ensuring that regular risk management sessions are held and that the appropriate governance is in place. Ensuring that functional risk registers and reviews are in place and carried out within the agreed timescales. Ensuring that risks are, when necessary escalated in line with this strategy.

## Director of Development

- SRO for Development Projects. Reviews project risks and manages any escalated risks and issues.

## Director of Infrastructure and Enabling Works

- SRO for I&E Projects. Reviews project risks and manages any escalated risks and issues.

## Director of Planning and Place

- SRO for Planning and Place Projects. Reviews project risks and manages any escalated risks and issues.

## Project Managers

- Responsible for ensuring that Project risk registers and regular reviews are in place and carried out. Ensuring that risks are, when necessary escalated to a senior level.

## EDC Staff Members

- Responsible for the risk management of their own and others' Health and Safety by adhering to the Corporation's Fire, Health and Safety guidance and procedures. including:
  - Cooperating as required with their managers on any Fire, Health, and Safety issues.
  - Taking reasonable care of their own Health and Safety.
  - Reporting any Fire or Health and Safety concerns to the appropriate person.

## Risk Owner

- Responsible for all individual risks assigned to them,
- The risk owner needs to be someone with direct involvement in the area where the risk would have an impact and should be someone who has the authority to influence those required to carry out the mitigation of actions.

## Governance Structure

A diagram detailing the Risk Governance structure of the Development Corporation is attached at **Annex A**.

In terms of risk management, the following applies:

- The Ebbsfleet Development Corporation Board agrees and approves the risk management strategy, at least annually reviews the Corporate risk register and sets the risk appetite of the Corporation. The Board also reviews and discusses risks on a 'by exception' basis (e.g., when a risk with a significant impact on delivery and/or the organisation will occur imminently).

- As an Arms-Length Body the Development Corporation should ensure it is aware of the risk appetite of the sponsor Department and takes this into account when making decisions.
- The Audit and Risk Assurance Committee (ARAC) is responsible for assessing and challenging the overall effectiveness of the risk management processes. The Committee will also carry out additional 'deep dive' reviews into specific areas of risk (e.g. planning, financial, etc.).
- The Investment Panel (IP) provides assurance to the Board that EDCs larger more complex projects are developed in line with Boards risk appetite.
- The Risk Sub-Committee is responsible for advising the Audit and Risk Committee and, where appropriate the Ebbsfleet Development Corporation Board on risk management. The Risk Sub-Committee will be responsible for ensuring that the Corporation's risk management policy is adhered to, that robust control processes are in place, and that risks relating to their specific areas are regularly reviewed, and if necessary, escalated to the appropriate level. The Terms and Reference of the Risk Sub-Committee are attached at **Annex B**.
- Project Boards regularly review the key project risks for each project and the mitigations and actions taken

EDC risks are managed at the following levels:

- Corporate
- Programme
- Project
- Individual teams / functions

Further guidance on managing, recording and reporting project risks is contained within EDCs project delivery framework document.

All of the above is supported through embedding a culture of robust risk management at all levels throughout the organisation.

In line with HMTs orange book, EDC uses the three lines model as part of its self-assurance and assurance mapping process. The three lines model provides a simple and effective way to help EDC delegate and coordinate risk management roles and responsibilities within and across the organisation. EDC has decided to use a process-based approach to carry out the assurance mapping (of the various activities carried out by the Corporation).

Assurance mapping is a mechanism for linking assurance from various sources to the risks that threaten the achievement of an organisation's outcomes and objectives.

EDC has a separate risk assessment policy. EDC uses risk assessments to formally record 'reasonably foreseeable' risks and hazards so they are sensibly ranked and prioritised for management action. Risk assessments are carried out for all EDC activities and site visits to ensure health and safety requirements are adhered to.

# Chapter 3

## Risk Management

### Management Procedures

Successful risk management involves identifying and assessing the potential threats and opportunities to the organisation and its activities, putting in place the actions necessary to manage them, and monitoring and reviewing progress in order to establish whether further action is required.

Identification – determine what could happen throughout the lifetime of the programme, what can go wrong, how it can go wrong and why? What is the cause, effect, and impact?

Assess – determine the likelihood and impact of the risk – is it almost certain to occur or extremely unlikely? How severe would the impact be on the project delivery, or the Corporation? Using the appropriate scales to assess likelihood and impact will enable risks to be assessed for overall severity.

Scales for estimating probability and impact are attached at **Annex C**.

Plan – identify a plan of action for dealing with the risk or opportunity.

- Treat or reduce the risk through mitigations designed to bring the risk down to an acceptable level.
- Tolerate or accept the risk, especially in cases where there is limited ability to affect the risk. If risks are accepted, then contingency plans should be put in place to deal with the impact.
- Transfer by shifting the responsibility of the risk to another party.
- Terminate or avoid by taking the decision to not become involved in a risk situation, for example, by refusing to change the scope of the project. This action will not prevent future risks from occurring.
- Take opportunity by recognising when a risk provides a chance to do something which will enhance delivery.

Once a plan has been identified for each risk, then re-evaluate to determine and record what impact the mitigation will have on the likelihood and impact.

Ensure that every risk has an allocated 'owner'. This is the person who has overall responsibility for the risk, not necessarily the same person who will be responsible for carrying out the mitigating actions. The risk 'owner' needs to be someone with direct involvement in the area where the risk would have an impact and should be someone who has the authority to influence those required to carry out the mitigation of actions.

Implement – action any mitigations / plans put in place to reduce or remove the threat. Ensure that every mitigation or plan has an action 'owner' who is responsible for ensuring that mitigating actions are carried out, monitored, and reviewed.

Communicate – review and report risks. Have they changed? Are new risks emerging? Are there risks that need to be escalated to the Board?

## Risk Register

The Risk Register is a key audit tool for recording, monitoring, and evaluating risks during the lifetime of the project. The register should set out:

- The Risk
- The cause of the Risk
- The effect that the Risk will have on the project, organisation, stakeholders, etc
- A measure of the severity of the Impact of the Risk
- The likelihood of the Risk occurring
- A pre-mitigating evaluation (RAG rating)
- The mitigating actions
- The post-mitigating evaluation of likelihood and impact.
- The responsible owner of the Risk
- The action owner responsible for one or more of the mitigations
- The review dates.

Project risk registers will inform the Program risk register which in turn informs the Corporate Risk Register. Risk registers are auditable and should be dated, with previous risk registers filed for reference. The risk registers used by the EDC are detailed at **Annex D**.

## Risk Appetite

Central to any organisation's risk management strategy is a decision on the organisation's appetite for different types of risk. **EDC has a written risk appetite statement approved by the Board. A Sponsor Department risk template is also** utilised which captures whether the risk sits within the Boards risk appetite. Board is asked at regular intervals at Board meetings to review the risk register to consider if these are at an acceptable level and whether they are prepared to accept, tolerate or be exposed to high levels of risk for certain activities.

As an Arms-Length Body of a central government department it is important that the EDC is mindful of the risk appetite of the **Sponsor** Department.

The EDC will continue to face challenging decisions throughout its life, and these will need to be steered by the Corporation's appetite for risk.

## Risk Culture

Risk culture is the term describing the values, beliefs, knowledge, attitudes, behaviours and understanding about risk shared by a group of people with a common purpose. The EDC strives to create a safe environment where risks can be openly discussed and communicated to all staff thus allowing mitigations to be planned and ensure risks are managed appropriately. This will be delivered through a mix of both formal and informal procedures (meetings, discussions, briefings etc). Management will deliver strong leadership to ensure that risk management is always a key activity in everything the EDC is involved with. The EDC will also provide training to all staff about risk management and the importance of it.

## Timing and Reporting of Risks

All Project risk registers are reviewed in line with Project Board timescales but as a minimum, Project Managers must ensure they are updated no less than every 6 weeks. All the other risk registers must be reviewed on a quarterly basis. Key project risks (those with the highest scoring) are reported to IIP (within the project highlight report) at each IIP meeting. The Audit and Risk Assurance Committee will review the Corporate Risk Register on a six-monthly basis whilst the Board will review the Corporate document at least annually.

## Escalating Risk

It will be necessary during the life of the organisation to escalate risks to a higher management level (either onto the Corporate Risk Register or to the EDC Board).

The trigger for escalating any risk is based on the overall severity determined by the impact and likelihood score taken together. The thresholds for each of these parameters are formed from the impact scales as set out at **Annex C**.

Project risks need to be reported/ escalated to Project Boards and then if necessary included on the Corporate risk register.

Other risks need to be escalated to Directors and then onto Board if required. This will be done via the usual Board paper process.

In exceptional circumstances e.g. emergencies, these types of risks must be notified immediately to the CEO who will notify the Chair, and Board and Sponsor (as appropriate).

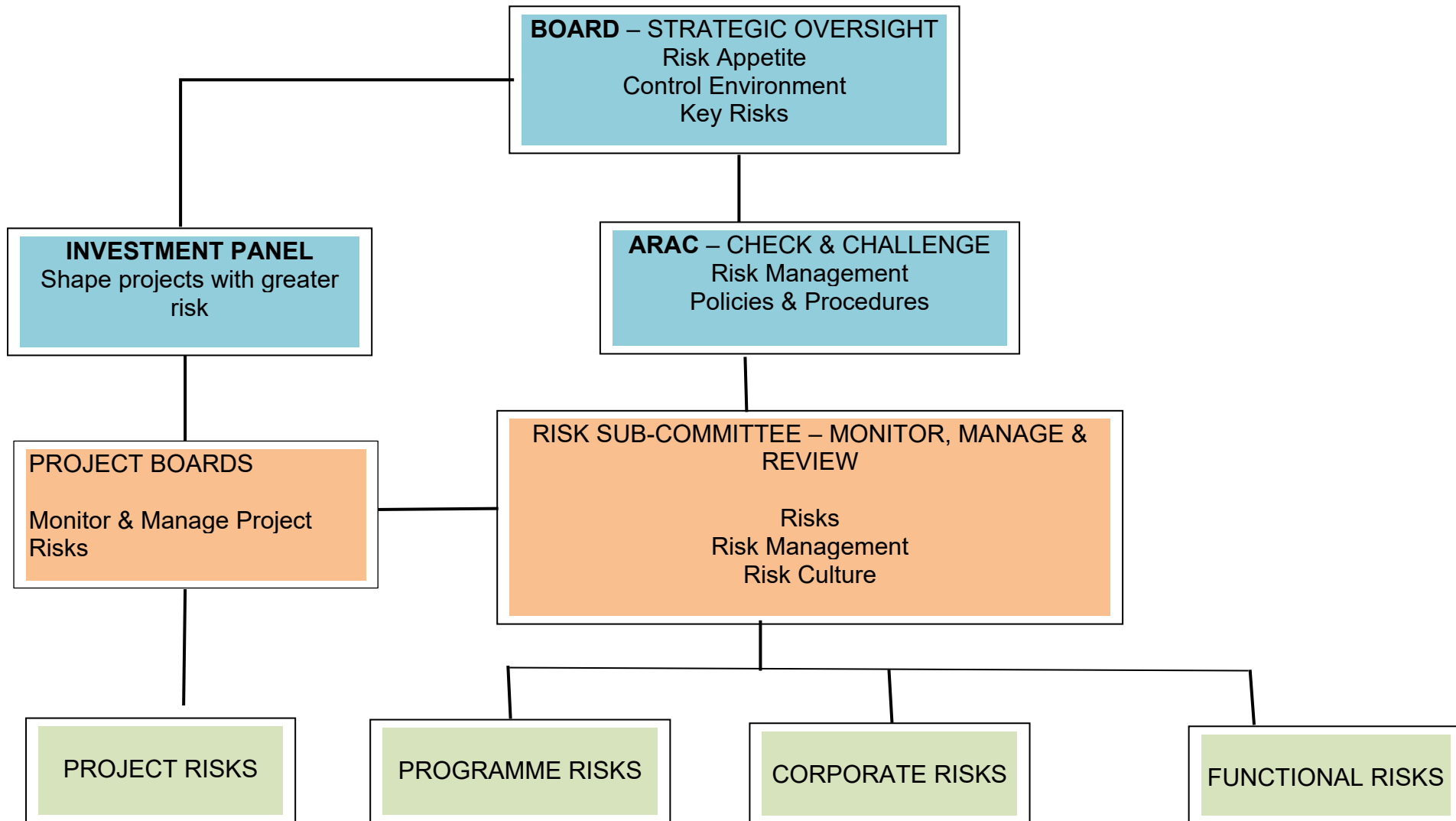
It is important to establish and agree the risk appetite for the organisation which will determine the organisation's tolerance for its exposure to risk. The Ebbsfleet Development Corporation as an Arm's Length Body is aware of the risk appetite of its sponsor department .

## Multiple Risks occurring simultaneously

In the event that some risks occur simultaneously the EDC Directors will:

- Consider if the EDC Business Continuity Plan needs to be actioned
- Review the impact that the risks are causing, then determine the priorities of the organisation and implement a short-term action plan
- Consider if an emergency Board meeting is required

# EDC RISK MANAGEMENT GOVERNANCE





## **Risk Sub-Committee**

### **Terms of Reference**

#### **Role**

The Risk Sub-Committee will be responsible for advising the Audit and Risk Assurance Committee and where appropriate the Ebbsfleet Development Corporation Board on risk management, including:

- Reviewing and quality assuring the Corporate risk register to ensure it is comprehensive and accurate;
- Agreeing the classifications of risk;
- Ensuring that identified mitigations are appropriate, deliverable, and capable of reducing risk;
- Evaluating delivery and reputational risks and determining whether or not specific risks need to be escalated.
- Evaluating the risk management reports and recommendations including risk assessments

#### **Membership**

The Committee will be chaired by the EDC Chief Executive.

Membership is at Director level and will include all EDC staff at that level i.e.

Director of Corporate Services  
Director of **Infrastructure and Enabling Works**  
Director of Planning and Place  
Director of Development

The Assistant Director of Finance will provide support to the risk sub- committee (and will attend meetings).

#### **Behaviour**

Members of the Risk Sub-Committee are expected to make attendance at the Sub-Committee a priority, to actively challenge on risks and on the risk management process and control procedures.

#### **Reporting and Frequency**

The Risk Sub-Committee reports on at least a quarterly basis. Standing items for discussion include the Corporate risk register. The Risk Sub-Committee will also review the functional risk registers, the programme risk register and/or any specific project risks.

Scales

		LIKELIHOOD					
		Less than once every 5 years	Once between 2-5 years	Once within 2 years	Once within the next year	More than once annually	
		Probability	<20%	>20% - <40%	>40% - <60%	>60% - <80%	>80%
IMPACT	Most Credible Worst Case Assessment of Impact	Very Low	Low	Medium	High	Very High	
	<b>Reputational:</b> Loss of stakeholder confidence in DLUHC. Sustained widespread media criticism. <b>Delivery:</b> Failure of critical activity or non-delivery of DLUHC's priority outcomes (ODP) <b>Financial:</b> Major financial loss, poor value or unplanned cost requiring request for additional funding outside of agree departmental SR	Very High	5	10	15	20	25
	<b>Reputational:</b> Criticism of DLUHC by major stakeholders. National media criticism. <b>Delivery:</b> Significant and sustained disruption to critical activity or significant impact to delivery of DLUHC's priority outcomes (ODP). <b>Financial:</b> Significant financial loss, poor value or unplanned costs that the department can't avoid or requiring request for additional funding from the Reserve.	High	4	8	12	16	20
	<b>Reputational:</b> Stakeholder scrutiny of department. Negative media coverage. <b>Delivery:</b> Interruption to critical activity or compromised delivery of DLUHC's priority outcomes (ODP). <b>Financial:</b> Unplanned costs, poor value or loss require active management within Portfolios SR budgets.	Medium	3	6	9	12	15
	<b>Reputational:</b> Possible media / Public awareness. <b>Delivery:</b> Manageable impacts on critical activity. Limited deviation or delay in achievement of DLUHC's priority outcomes (ODP). <b>Financial:</b> Suboptimal value or unplanned costs that are manageable within the Portfolios SR budgets.	Low	2	4	6	8	10
	<b>Reputational:</b> Minor reputational damage <b>Delivery:</b> Minimal impact on mission critical activity. Minimal impact on DLUHC's priority outcomes (ODP). <b>Financial:</b> Minimal financial consequences.	Very Low	1	2	3	4	5

## Risk Registers

- Corporate risk register.
- Programme risk register.
- Individual Project risk register.
- Individual Functional risk registers e.g. HR, Finance, Planning etc

## Acceptable use of Information Technology

This guidance applies to all staff, secondees, temps and contractors who work for EDC.

Everyone working at EDC has access to EDC Information Technology (IT) resources. You must use them in an acceptable way. This guidance explains what that means.

### Summary

Be sensible when using EDC IT resources:

- the resources are for you to do EDC work
- protect the resources at all times to help prevent unacceptable use
- if you think the use would cause problems, upset or embarrassment, then it's probably not acceptable
- context is important: remember that security risks can increase when working outside your normal workplace
- be aware that your use of resources is monitored and that as part of an investigation into possible unacceptable use or a security incident, IT forensic techniques might be used to capture evidence. Any monitoring will be carried out in accordance with audited, controlled internal processes, the UK Data Protection Act, the Regulation of Investigatory Powers Act and the Telecommunications (Lawful Business Practice Interception of Communications) Regulations.
- if you have any doubt about whether something is acceptable, ask for clarification or permission first (from the EDC Director of Corporate Services)
- above all, if you think there is a problem, report it or ask for help

### What is meant by IT?

IT means the devices or services you use for creating, storing, or sharing information. This includes everything from devices (laptops, smartphones, printers, USB 'memory sticks') through to online services (public-facing online services, staff tools, corporate email).

### Acceptable use of EDC IT

IT should help you to complete your tasks as efficiently and effectively as possible.

Sometimes, you might need account details such as passwords to use the IT.

Acceptable use means protecting this kind of information, too.

Acceptable use can also vary according to context. For example, checking sensitive personal details might be perfectly normal within a secured office, but is not acceptable in a public space where anyone else might see those details.

### Personal use of EDC IT

Limited personal use of EDC IT is acceptable as long as it does not cause a problem with your work or that of your colleagues. Context is important. For example, doing personal internet banking during your lunch break might be acceptable, but doing the same thing during a work meeting would not. It is recommended that you don't use your EDC email address for things that aren't work-related.

## Unacceptable use of EDC IT

Unacceptable use of IT prevents you or your colleagues from doing work, or is unlawful or illegal, or does not take the context into account.

There are many unacceptable uses of IT, making it impossible to provide a complete list. Examples of things to avoid include:

- deliberately or accidentally sharing resources or information, such as passwords, with people who are not supposed to have them
- using resources without permission
- storing sensitive information where it could easily be lost or stolen, for example, storing information on an internet file-sharing service like Dropbox without passwords
- excessive personal use during working time
- installing unlicensed or unauthorised software
- using IT resources for any activity where you may be perceived to be speaking on behalf of the Corporation when you are not doing so for example, using a corporation email address to make personal representations.

## Why unacceptable use is a problem

Unacceptable use of IT might affect EDC in several ways, such as:

- bad publicity or embarrassment
- increased or unexpected costs or delays
- civil or legal action
- reduced efficiency and effectiveness

Unacceptable use might also affect you, too:

- suspension of access, so that you cannot do your work
- disciplinary proceedings, up to and including dismissal
- termination of contract for contractors and agency staff

## Keeping control

You are responsible for protecting your EDC IT resources. This includes keeping your usernames and passwords safe and secure.

While you might be careful about acceptable use of EDC IT, there are still risks from malware, ransomware, or phishing attacks.

If you get an email from anyone or anywhere that you are not sure about, remember:

- don't open any attachments
- don't click on any links in the email

If there is any doubt, or you are worried that the email might be malicious or inappropriate, report it immediately as an IT security incident.

## Using EDC IT outside of EDC offices

Working wherever you need do so, not just in an EDC office, is an increasingly important need for you and the Corporation. Most IT resources should be usable away from our offices but when doing so you must continue to ensure acceptable use of them. You must also follow the instructions within EDC's Hybrid working policy related to IT use –

please note that it states:

*Your remote working location must be within the UK and within a reasonable commuting distance of your contractual place of work. Working abroad will only be permitted in relation to an official overseas visit unless in exceptional circumstances as agreed with the EDC CEO and ensuring that all IT security requirements are followed.*

Therefore, two approvals are required if you wish to use EDC IT equipment or your own device (that accesses EDC IT (BYOD) outside the UK.

Firstly, you must seek CEO approval (as per the Hybrid Working Policy) and then also obtain MHCLG IT security approval before taking / using any equipment abroad.

The MHCLG IT request (to use IT outside of the UK) is actioned in Service Now. This request will be carried out by the EDC Business Support Office responsible for IT (but he /she will need to see evidence that the EDC CEO has approved the request).

Please note that due to current international security concerns, a request to work in certain countries will automatically be declined by MHCLG IT.

All requests to use EDC IT outside of the UK will ultimately therefore be determined by the MHCLG Cyber Security and their Security Advisor. They will review the request and either approve or deny this, please note they need at least 2 weeks' notice to process these requests.

Please see this MHCLG policy for more info. <https://intranet.mhclg.gov.uk/news-update/working-abroad-policy-now-available/>

## Avoid using removable media

Removable media like memory sticks are portable and easy-to-use. Unfortunately, this makes them a security risk, so avoid using them. If you feel that they are vital to your work, please consult internally / get in touch with the MHCLG Digital team.

## Use of Non – Corporate Communication Channels (NCCCs)

Examples of NCCCs include WhatsApp, private email, private messaging on social media platforms e.g. Facebook or LinkedIn, and SMS text messaging.

An NCCC is a communication channel that does not provide corporate access to information. Where you work matters. If your documents are stored in SharePoint or Teams, they can be centrally searched and ultimately managed,

Staff and Board members of the Corporation should not use any NCCCs for official, confidential or sensitive work-related matters either between colleagues or with external parties.

Work related documents may only be shared with others by using approved corporate software or apps e.g. email, SharePoint or Teams etc. NCCCs are not to be used.

In exceptional or emergency situations the use of NCCCs may be appropriate however, staff who use NCCCs for EDC purposes must do so with care and be prepared to explain and defend their choice of communication channel.

Where NCCCs have been used (either for informal or emergency use) for work related activity, then the data / messages must be retained (i.e. no deletion). This is to ensure that an audit trail is retained.

## Government Information

All government information has a classification (even if not formally marked) and falls within the Government Security Classifications Policy. You must at all times observe any restrictions applied to such information,

## On leaving the EDC

All EDC equipment and data, for example laptops and mobile devices, must be returned to EDC when you leave the Corporation's employment.

All EDC data or intellectual property developed or gained during the period of employment remains the property of EDC and must not be retained beyond leaving or reused for any other purpose.

## Acknowledgements

This acceptable use policy has been adapted from the MHCLG / MoJ Acceptable use of Information Technology at work policy and with reference to the Get Safe Online

# Ebbsfleet Development Corporation Board

## PART I BOARD ITEM

### **Title of Paper: Development, Infrastructure & Enabling Update**

**Paper Number:** EDC 024/080

**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
  - Northfleet Embankment East
  - Ebbsfleet Green Community Buildings
  
- Infrastructure and Enabling Works Projects
  - Springhead Bridge
  - Northfleet Waste-Water Treatment Works
  - Electricity Supply Infrastructure
  - Waste Management
  - Fastrack
  - Fastrack Bean Tunnel
  - Green Corridors Programme

## 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 September 2024.

### **Development Projects**

## 3. Ebbsfleet Central

3.1. Work on the Phase 1 element of the project has continued, with the RIBA Stage 2 design completed at the end of September.

3.2. The Area Masterplan and Design Code for Phase 1 is progressing well and a public consultation was launched on 6<sup>th</sup> November and will run until 19<sup>th</sup> December 2024. The consultation includes a series of public exhibitions in the w/c 11<sup>th</sup> November.

3.3. The focus of work in the last reporting period has been on the Outline Business Case for the Phase 1 element of the project and this is being presented in Part II of the meeting.

#### **4. Blue Lake**

- 4.1. Following approval of the Strategic Outline Case for the project in September, we are progressing procurement activities to enable the design for Blue Lake to be progressed, alongside preparing the planning strategy and a detailed programme for the project.

#### **5. Northfleet Embankment East**

- 5.1. We are currently out to procurement for a Technical Consultant to support the programme of further technical investigations required to deliver a robust Remediation and Earthworks Strategy for the site.

#### **6. Ebbsfleet Green Community Buildings**

- 6.1. We have completed the relevant legal agreements with Redrow to provide funding of £13m to support the delivery of enhanced community facilities in Ebbsfleet Green.
- 6.2. The development at Ebbsfleet Green is bound by a S106 agreement that requires Redrow to deliver new community facilities, however through various studies and public consultations, the Corporation, alongside Redrow, have identified opportunities to enhance facilities and provide exemplary amenities in the heart of Ebbsfleet Green.
- 6.3. The facilities comprise two distinct community buildings:
  - A Neighbourhood House – a 244m<sup>2</sup> single storey building, set within a generous area of public landscape and adjacent new play space. This building will provide residents with flexible amenities to come together and meet, with the space designed to respond to different activities and needs of users.
  - A Community Hub – a 1,013m<sup>2</sup> two storey building provide an inviting venue with multi-use sports hall, changing and welfare amenities, a gym, managed reception, café and gymnasium facilities. A new FA standard 3G sports pitch, tennis courts, play space and parking will sit alongside the Hub and be available for use by residents and visitors to the area.
- 6.4. Upon completion, ownership of the new facilities will be transferred to the Ebbsfleet Garden City Trust to manage and maintain them in the long term. The Trust have appointed Freedom Leisure to provide the day-to-day management and operation of the building.
- 6.5. The facilities are expected to open to the public by Spring 2026.

## **Infrastructure and Enabling Projects**

### **7. Springhead Bridge**

- 7.1. Procurement for a contractor is close to completion with a preferred bidder identified. Contract award will be in mid-November 2024. We are aiming to commence the remedial works in February half term 2025, in line with advice from KCC and to allow for TTRO approval period.

### **8. Northfleet Waste-Water Treatment Works**

- 8.1. Our next key meeting with Southern Water is scheduled for mid-November to discuss the extra-over odour controls that could be provided alongside their capacity improvements for the existing WWTW. Discussion will be around the programme for delivery of upgrades to their facility and associated capacity improvements including a remobilisation plan and update on their current position following the recently approved OFWAT Pricing Review 24 (PR24) and Southern Water AMP8 (Asset Management Plan) funding.
- 8.2. Design and construction timescales would need to align to encompass the odour control measures alongside their capacity improvements. A further review of the existing Grant Agreement is to be completed to ensure alignment to the original objectives.

### **9. Electricity Supply Infrastructure**

- 9.1. Works on the build of the new Northfleet Embankment Primary Substation are progressing well with the initial piling completed. Phase 2 works for the sub-structure will now commence.
- 9.2. UKPN are working with Network Rail for permissions to access the Tarmac tunnel adjacent to Thames Way to progress the Phase 2 - 33kV cable routing from the NE Primary Substation. This was a key risk in the delivery for the cable routing but is now likely to be mitigated. The conversations are progressing well and permissions to proceed are expected.
- 9.3. Further design work is underway on the cable routing for Ebbsfleet Central and Northfleet Embankment primary substations with the team working collaboratively to accommodate the Ebbsfleet Central Masterplan requirements. Focus now will be on the design and associated permissions for the 33kV cable routing to cross the HS1 culvert.

## 10. Fastrack Network

- 10.1. The final works to the Bath Street Contraflow are now complete. To mark this milestone, an official opening event and ribbon-cutting ceremony took place on 15th October 2024 to celebrate the scheme's completion, albeit the scheme has been in full use since 05/07/24.



- 10.2. From Sunday 10<sup>th</sup> November 24, Go-Ahead take over the operation of the Fastrack Thameside services in Dartford and Gravesham. This marks the start of an exciting period of change across the network, with 28 state-of-the-art electric vehicles due to enter service in Spring 2025.
- 10.3. New Fastrack route maps and timetables have been released in conjunction with the launch of the Fastrack Kent Thameside App and a dedicated website at [www.kent-fastrack.co.uk](http://www.kent-fastrack.co.uk). Users can now purchase tickets, track vehicles and stay informed about any service disruptions.

The advertisement has a dark red background. At the top, it says 'DOWNLOAD THE Fastrack APP' in white and red text. Below this, a smartphone is shown displaying the app's interface. To the left of the phone, the text reads: 'Download the app to plan your journey, track your bus and buy tickets.' Below the phone is a red bus with 'Dartford' written on its destination sign. At the bottom, there is a QR code and the text 'SCAN TO DOWNLOAD THE APP'. Below the QR code, it says 'Available on' followed by the App Store and Google Play logos. At the very bottom, the website address 'www.kent-fastrack.co.uk' is displayed.

## 11. Fastrack - Bean Tunnel

- 11.1. Following the consultation on the planning application, KCC are targeting a determination in December 24. Concurrently they have completed a supplier questionnaire process as an initial step in the tendering process for the main works to evaluate potential construction companies. The 6no responses are currently under review by KCC, with invitations to tender expected to be advertised in early December 24.
- 11.2. Further meetings have taken place to review the existing Overarching Agreement and Funding Agreement with KCC and EDC legal teams. Agreement has been reached to combine into one document with further clarifications being exchanged between both parties. Associated negotiations will commence with external stakeholders and we are targeting completing the updated agreements ahead of contract award in late February 25.

## 12. Green Corridors Programme

- 12.1. The Green Corridors programme, aimed at enhancing walking and cycling infrastructure across 11 sites in Ebbsfleet and the surrounding areas, is progressing well. The works to widen and resurface the 500 metres of footway along Bean Road were completed in August 24. Additionally, significant progress is being made on upgrading over 600 metres of public footpath alongside Whitecliffe Road, with completion expected later this month.



- 12.2. Future improvements include creating links to National Cycle Route 177 from Hall Road, as well as new cycleways along Springhead Road and Northfleet High Street. KCC's procurement for these schemes is expected to start in December 24, with construction works programmed to commence in Spring 2025.