

Ebbfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Chief Executive's Part One Update

Paper Number: EDC 025/025

Presented By: Ian Piper, CEO

Sub Committee: Not Applicable

Purpose of Paper and Executive Summary

To provide the Board with an update on a range of strategic matters, not covered in other papers.

EDC Business Plan & KPIs

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

**Recommendation
FOR INFORMATION**

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

Annexes

None

Delegation

Not Applicable.

Financial Impact

Not Applicable, unless specifically referenced in the relevant section.

Legal Impact

Not Applicable, unless specifically referenced in the relevant section.

Equalities Impact

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

Stakeholders Impact

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

Sponsor Impact

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

1. Health, Safety and Wellbeing

- 1.1. There have been no health and safety incidents since the last report regarding our staff, or at the Observatory.
- 1.2. A wooden walkway installed under the High Speed line as part of a KCC adopted public footpath caught fire over the Easter weekend and was destroyed. Whilst not on our land, one end of the tunnel through which the footpath runs opens onto our land in station quarter south. Our asset managers installed barriers to prevent the public accessing the tunnel and burnt out walkway from EDC land and liaised with KCC.

2. Spending Review, Business Plan and Corporate Plan

- 2.1. As reported in previous months, the second stage of the Spending Review process is in progress with announcements of Departmental settlements expected by the government in mid-June. We have not received any further information requests on our initial submission.
- 2.2. Following sign off from the Board at the last meeting, the annual Business Plan has been submitted in final draft, awaiting final confirmation of our annual budget allocation, to MHCLG for approval.
- 2.3. Officers have continued to prepare drafts of the proposed new Corporate Plan for the period 2025-30 and an update is provided in Part 2.

3. Ten Year Anniversary

- 3.1. This month marks the 10th year of EDC's existence and, as is evident from the papers on today's agenda that cover performance over the last 5 years, a huge amount has been achieved; building new homes at an average of 500 per annum and, more importantly, creating vibrant new communities. A recent stakeholder from central government visiting the Garden City for the first time in 6 years, and who was involved with the set up phase of the Corporation, remarked that we must be very proud of what has been achieved....and we are! It has been a fantastic team effort with staff, Board, partners in local and central government, and numerous other agencies all playing their part.
- 3.2. Despite the obvious and successful progress to date, we are only about one-third of the way to the overall ambition of up to 15,000 homes, so there is still much to do. However, with EDC now a mature and proven delivery organisation and with the partnerships that have been forged over the last decade, the organisation can look forward to the future with optimism and confidence.

4. Board Appointments

- 4.1. Cllr Derek Murphy's term as the representative of Kenty County Council on the board ended prior to the local elections on 1st May. I would like to thank Cllr Murphy for his contribution to the work of the Corporation and his personal support and guidance on matters relating to our work with the Council. Following the election, the County Council will select a new representative to be approved by Ministers.
- 4.2. The process to select the next Chair of the Board continues and is led within MHCLG.
- 4.3. Three of our current Board members reach the end of their term in July and the process of filling any vacancies is underway.

Ebbfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Corporate Plan 2021-25 Review and Lessons Learned/Reflections

Paper Number: EDC 025/026

Presented By: Ian Piper, CEO

Sub Committee: Not Applicable

Purpose of Paper and Executive Summary

To provide the Board with a review of performance against the 2021/25 Corporate Plan ambitions and KPIs (key performance indicators) including a summary of lessons learned and reflections.

EDC Business Plan & KPIs

The 2021-25 Corporate Plan set the overall strategic framework for EDC's activities for the four year period including ambitions for delivery and also KPIs.

**Recommendation
FOR INFORMATION**

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

Annexes

Annex A – Corporate Plan 2021-25 Review and Lessons Learned

Delegation

Not Applicable.

Financial Impact

Not Applicable

Legal Impact

Not Applicable

Equalities Impact

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

Stakeholders Impact

EDC's Corporate Plan is a key strategy and communications tool for the Corporation and is of interest to MHCLG and also external stakeholders. This review of 21-25 is therefore being presented to Part I of the Board meeting and will be published on EDC's website.

Sponsor Impact

The 2021-25 Corporate Plan was approved by MHCLG Ministers in late 2021 and the sponsor (MHCLG) has been monitoring performance over the four year period. This report will be shared and discussed with MHCLG.

1. 2021-25 Corporate Plan

- 1.1. The MHCLG/EDC Framework Document requires the Corporation to prepare and publish a corporate plan - typically covering a 3-5 year period. The plan must reflect the Secretary of State's and MHCLG's (the Ministry of Housing, Communities and Local Government) strategic aims and demonstrate how EDC contributes to the achievement of these. The plan must include key objectives for the period and the Corporation's strategy for achieving these, link the objectives to budgets, spend and investment profiles, and summarise risks.
- 1.2. In 2021, at the end of the 2016-21 corporate plan period, EDC and MHCLG agreed that the next corporate plan should cover the period 2021-25, and the plan was prepared by EDC with input from MHCLG officials. The plan was published in 2021 following Ministerial approval.

2. Our Ambitions and KPIs for 2021-2025

- 2.1. The plan set out an ambition statement for what the Corporation would seek to deliver by 2025 and also included a KPI framework for the period, with annual delivery commitments and KPI targets set out in each annual business plan. The Board has received performance reports on these commitments and KPI targets quarterly in Part I of Board meetings.
- 2.2. As we have now reached the end of the latest corporate plan period (ending 31 March 2025) it is timely to review performance against the overall ambition statement for the plan and the KPIs, and to also consider some of the lessons learned during this period.
- 2.3. The Board discussed corporate plan performance at its recent (February 2025) strategy day and the report at Annex A summarises the achievements and KPI performance, outlines areas where the Corporation has not been able to deliver on its ambition in full, and also sets out some of the key lessons learned and reflections from the Board and the EDC Executive Team.
- 2.4. As the report at Annex A sets out in detail, there has been generally strong performance against the plan ambition and each of the 12 KPIs, although there are some projects/areas where the Corporation was not able to deliver the full ambition. The four year plan period provided some valuable learning and insights into development at Ebbsfleet, and the role Government investment can play, and this learning will be shared with MHCLG.

3. EDC's Next Corporate Plan

- 3.1. We have agreed with MHCLG that our next corporate plan will cover the five year period 2025 to 2030. The Board has considered key sections of the plan including the overall ambition for Ebbsfleet over the next five years at its strategy days in October 2024 and February 2025, and a draft of the plan is presented to Board in Part II of the meeting. The Board has also agree the corporate performance framework to apply for the period. Sections of the draft plan have been shared with MHCLG officials for input.
- 3.2. The ambitions set out in the plan and what can be delivered in the five year period will be dependent on the Corporation's Spending Review settlement. As the outcome of this is not expected until later in the Summer we do not anticipate that it will be possible to finalise the plan and seek Ministerial approval until this process has concluded. Once the plan has been approved by Ministers it will be published.



Ebbsfleet Development Corporation

Corporate Plan 2021-25: Review and Lessons Learned

Background

The 2021-2025 Corporate Plan was EDC's second medium-term strategic plan (the first being the 2016-2021 Corporate Plan).

The 2021-25 Corporate Plan ('the Plan') was prepared in early 2021 and was linked to funding confirmed through Spending Review (SR) 2021, the details of which were announced on 27 October 2021 ('Autumn Budget and Spending Review 2021').

The Plan was drafted in early 2021 such that it could be put into place for financial year 2021/22, as the previous plan came to an end on 31 March 2021. However, the SR process did not conclude until October 2021 and the Corporate Plan was therefore not formally approved until after this date.

Review of Achievements 2021-25

This document provides a review of progress against the Plan, focussing on (1) the ambition that was set for Ebbsfleet Garden City by 2025 (pages 20 and 21 of the Plan) and also (2) the Key Performance Indicator measures for the four year period (page 25 of the Plan).

This document also draws out some of the key 'lessons learned' during the period – lessons that are informing the preparation of the Corporation's next Corporate Plan (covering the period 2025-2030).

Summary of Performance

The Plan included a statement and supporting map that described our ambition for Ebbsfleet Garden City in 2025, and also a set of KPIs (Key Performance Indicators) used to monitor impact and performance over the period of the Plan. There were 11 KPIs set out in the Plan and a 12th was subsequently agreed for 2023/24 onwards to measure ‘community participation’.

- **Annex A** sets out the deliverables in the 2025 ambition statement/map and summarises the progress against each of these.
- **Annex B** summarises progress against the 12 KPIs for the four year period.

In summary, there has been generally strong performance against the Plan ambition and the KPIs. Delivery of some projects was delayed whilst formal allocation of funding was awaited.

Particular highlights against the 2025 ambition and the 12 KPIs for the Plan period are:

- The housing completions target has been exceeded in each of the four years, bringing the total number of homes in Ebbsfleet as of 31 March 2025 to almost 5,000. Of the total number of homes, 31.5% are affordable¹. 100% of homes completed in the Plan period met both KPI4 (neighbourhood/ homes quality) and KPI8 – public transport connections within a 5 minute walk;
- More than 15 hectares of parks/open spaces were delivered in the four years, including the Platinum Jubilee Park at Castle Hill;
- The Ebbsfleet Green primary school completed in 2021, bringing the number of primary schools in Ebbsfleet to three;
- The A2 Bean and Ebbsfleet junction improvements were completed, with EDC providing essential forward funding. Forward funding also enabled electricity capacity enhancements to continue, supporting developers to continue to build new homes at pace;
- EDC funding/support of employability and education outreach programmes has supported local residents across Dartford and Gravesham to find employment, and many thousands of construction jobs have been created;
- The placemaking programme has included initiatives on community development, resident connectedness, and arts/cultural development, engaging significant numbers of new and existing residents. The Ebbsfleet Community Board has undergone expansion of membership and the introduction of a local resident chair, and the Board is now taking forward its own action plan; and
- Ebbsfleet Garden City Trust gained charitable status and has worked in partnership with EDC to develop the long term stewardship strategy for the garden city.

¹ % of homes completed that meet the definition of ‘Affordable’ according to current planning regulations

There are also some areas where we have not been able to deliver the commitments set out in the Plan in full, including:

- There has been some delay to the intended completion dates of community buildings and schools; two high quality community buildings will however complete later in 2025 at Weldon, work will soon commence on the Alkerden Hub and the Alkerden Education campus will take its first intake of students in September 2025;
- Whilst some good progress has been made on Ebbsfleet Central with a resolution to grant planning approval achieved in July 2024 and further detailed work also in progress, the project has not moved as quickly as we would have liked, and there have also been delays to delivery at Blue Lake and also to the Northfleet Embankment East employment site due to significant construction cost increases resulting in reassessment of the business cases being required; and
- There has been some slippage to the Plan ambition for the Fastrack network to be complete through Whitecliffe to Bluewater and beyond, although significant progress was made in 2024 and will continue through 2025, including the start of works on the Bean tunnel from Whitecliffe to Bluewater and the launch of the fully electrified Fastrack route – 28 new all-electric vehicles.

Lessons Learned / Reflections

The Corporation has gained valuable insights during the Plan period into how to progress development at challenging regeneration sites such as Ebbsfleet, and these lessons will be shared across Government so that other new towns can benefit.

Some important reflections from our Board and Executive Team include:

- Spending Review funding cycles have a significant impact on the delivery of capital projects, and there was considerable disruption to longer term funding allocations caused by the COVID Pandemic during the Plan period. Greater certainty of longer term funding would enable delivery organisations such as EDC to plan and deliver capital programmes more efficiently;
- Changes in market conditions and other external factors which cannot be predicted will inevitably affect the delivery of complex capital projects and programmes. Third parties, including other Government bodies, may also make decisions that are not aligned to our mission. Delivery organisations such as EDC must therefore be flexible, ready to adapt and ready to change plans if needed. An example is the COVID-19 pandemic that changed the market for office accommodation and led to Eurostar services no longer stopping at Ebbsfleet International Station;
- Ensuring that provision of social and community facilities and services keeps ‘in step’ with the growth of the community is a major challenge for organisations like EDC who must inevitably rely on key partners (each dependent on their own funding regimes) to support delivery of the whole place;

- Despite best intentions, it is tricky to deliver diversified homes when matters are constrained by historic outline planning permissions, and when land is not within direct control of the delivery body;
- Partnership working is key to delivery in large-scale development; EDC's forward funding of road upgrades and utilities as well as grant funding of green corridors programmes and support for KCC's development of the Fastrack service has meant that EDC and partners have demonstrated how effective collaboration is needed to bring forward significant delivery;
- Whilst there have been thousands of construction jobs created in the four year period, permanent employment opportunities have been more difficult to get started; the introduction of a dedicated Inclusive Growth Manager has been a real positive for our work with new and existing communities and this is now starting to benefit a growing number of people;
- Creating the place of Ebbsfleet and the sense of community is as important as delivery of new homes; maintaining a focus on placemaking and having dedicated resource and budgets, as well as building the capacity of new and existing communities to increasingly take a lead helps to build momentum;
- A focus on legacy needs to run in parallel to all other activities. EDC was established without any legacy or stewardship arrangements in place, but the establishment of the Ebbsfleet Garden City Trust has meant that there is now a dedicated body separate from EDC that can take a lead.

Annex A: EDC's Ambition for 2021-2025

The Plan communicated our ambition for Ebbsfleet Garden City in 2025 in the form of a narrative statement and also an accompanying map that highlighted some of the key deliverables that the Corporation intended to progress by 2025.

The table below draws out the key commitments in this section of the Plan and summarises progress against each area:

Ambition	Commitment	Review of Progress
Housing delivery	<p><i>Up to 5,000 new homes completed, offering an increasingly diverse range of options for purchase or rent</i></p> <p><i>Overall target of 30% of all garden city homes to be affordable</i></p> <p><i>All homes completed in 2021-2025 meeting 'Building for a Healthy Life' quality standards and national space standards</i></p>	<p>Annual new homes completion targets were exceeded in each of the Plan years. As of 31 March 2025 there are 4,844 homes in the Ebbsfleet urban development area, of which 31.5% are 'affordable'. The 5,000th home is expected to complete early in 2025/26.</p> <p>KPI 4 measures housing quality, assessing homes completed against the Building for a Healthy Life quality standards which include national space standards. The result of KPI4 was 100% for each of the Plan years.</p>

Social infrastructure	<i>Three neighbourhood centres – Ebbsfleet Green, Castle Hill and Alkerden. Completion of new community buildings at Ebbsfleet Green (2) and a Community Hub at Alkerden</i>	<p>The new community buildings at Ebbsfleet Green are under construction. Weldon Heart will complete in September 2025, and Weldon Wellbeing Hub will complete in November 2025.</p> <p>The Alkerden Hub has experienced some delays, although the Full Business Case was approved by MHCLG in December 2024 and construction is due to commence in September 2025, with completion in Summer 2027.</p> <p>The neighbourhood centre at Castle Hill is complete, and the Ebbsfleet Green neighbourhood centre will be completed when the two community buildings have opened.</p> <p>Alkerden neighbourhood centre is gradually taking shape with the development of the Alkerden Hub and Education Campus; the commercial development will follow shortly. Progress on Alkerden Market Centre has been slower than expected.</p>
	<p><i>Four new primary schools (Ebbsfleet Green, Springhead Park, Cable Wharf and Alkerden)</i></p> <p><i>New education campus at Alkerden</i></p>	<p>The primary school at Springhead Park completed in 2020 and the Ebbsfleet Green primary school opened in September 2021. The Rosherville Primary School at Cable Wharf underwent a redesign, and construction is now underway with opening planned for early 2026.</p> <p>The opening of part of the new education campus at Alkerden is scheduled now for September 2025, with the campus fully built - including the Alkerden primary school - in September 2026.</p>

Parks / open spaces	<i>3 city parks open or partially open</i>	The Platinum Jubilee Park at Castle Hill, part of the first city park in Ebbsfleet opened in 2022. There has been delay to other city parks due to be under construction during the Plan period due to a change of plans to development in those areas.
Transport	<p><i>Fastrack network complete through Whitecliffe to Bluewater and beyond</i></p> <p><i>New Fastrack bus fleet operating</i></p>	<p>Developers have made significant strides on the Fastrack route through Whitecliffe, opening the dedicated Fastrack route and bus gate in July 2024. This new route serves the development with the Route E service to Gravesend and Dartford. Work is ongoing to complete the route through to Ashmere and Alkerden, which is expected to open later in the year.</p> <p>KCC's contractor procurement process commenced in January 2025 for the new Fastrack tunnel, which EDC are part funding. KCC have programmed construction to commence in late Spring 2025.</p> <p>EDC has grant funded several enhancements that have been made to the wider Fastrack network, including upgrades to the Gravesend Bus Hub and the addition of a new bus lane along Bath Street. These improvements have resulted in reduced journey times and contributed to continued passenger growth.</p> <p>Spring 2025 marks the launch of the fully electrified Fastrack route, featuring a fleet of 28 new all-electric vehicles and the associated charging infrastructure. These modern additions are set to enhance the appeal of the service for residents of Ebbsfleet and beyond and to support our initiative for sustainable transport and modal shift.</p>

	<i>A2 Bean and Ebbsfleet junctions improvement completed</i>	EDC played a pivotal role in supporting the A2 Bean and Ebbsfleet junctions improvement project by contributing £45 million to the scheme. Delivered by National Highways, the project became operational in 2023, resulting in improved journey times, and supported the facilitation of new homes and job opportunities in the area.
	<i>Completion and opening of cycling and walking improvements</i>	<p>In collaboration with KCC and local developers, EDC has significantly enhanced the cycling and walking network in the area. The Green Corridors programme has continued, aiming to complete essential links to Springhead, Northfleet, and Gravesend this year.</p> <p>Additionally EDC is undertaking feasibility for plans to develop a walking and wheeling circular link around the Garden City.</p>
Utilities	<i>Electricity capacity delivered</i>	<p>Grid site delivered in 2020, with final works on the switch room completed in 2021.</p> <p>Phase 1 - 33kV cable routing completed in 2024, Ebbsfleet Grid to outer perimeter of Ebbsfleet Central, which will deliver the capacity into the two new primary substations.</p> <p>Work commenced on the Northfleet Embankment Primary Substation construction in July 2024, with energisation forecast in early 2027 once the final 33kV cabling is complete.</p> <p>Final designs for cable routing and delivery of Ebbsfleet Central Primary Substation are underway, with energisation forecast for mid 2027.</p>

Major development	<p><i>New development platforms at Ebbsfleet Central, Blue Lake, Grove Road and Northfleet Embankment East; sought planning approval and delivered development platforms ready to bring forward the next phase of housing and commercial development at Ebbsfleet Central, the Thames Way Development Area and Northfleet Riverside</i></p> <p><i>Plans in place for up to 150,000 sq.m of employment space across Ebbsfleet Central, Northfleet Embankment West and Northfleet East</i></p> <p><i>Ambition to re-imagine Blue Lake into a world-class destination for leisure and recreation will be well underway</i></p>	<p>Whilst good progress has been made on Ebbsfleet Central with a resolution to grant planning approval achieved in July 2024 and further detailed work also in progress, there have been delays to the delivery at Blue Lake and Northfleet Embankment East due to significant construction cost increases resulting in reassessment of the business cases being required.</p>
Economy	<p><i>Ebbsfleet will have experienced a quick bounce back from the pandemic; our new skills programme and approach to inclusive growth will ensure there are a wide range of opportunities for local people, and the Garden City will increasingly be seen as a magnet for the relocation of existing business and the start-up of new businesses</i></p>	<p>During the last 4 years EDC has been funding and supporting employability and education outreach programmes and working with various learning providers. This work has focussed on local residents across the Dartford and Gravesham Boroughs.</p> <p>Key to increasing the employment opportunities in Ebbsfleet is the delivery of Ebbsfleet Central which, as reported above, has progressed well but with significant further work needed.</p>
	<p><i>Working with the developer of the proposed London Resort we will seek to maximise the regeneration benefits that the scheme could bring either directly or indirectly</i></p>	<p>Following withdrawal of the developer's plans for the London Resort, the Corporation will now turn its attention to working with partners to facilitate the long term sustainable future for Swanscombe Peninsula.</p>

Placemaking	<p><i>Ebbfleet will be recognised as a best practice example of healthy placemaking</i></p> <p><i>Residents supported to lead more environmentally sustainable lifestyles</i></p>	<p>The placemaking programme has included work on community development, resident connectedness, art and cultural development. The programme has engaged with significant numbers of new and existing residents, local authority partners and national organisations such as the Arts Council. The combination of direct delivery and the provision of grant funding has ensured we direct our efforts to those areas where we can have the greatest impact whilst also empowering and upskilling others to take more of a lead role in future.</p> <p>The delivery of the environment action plan has included initiatives to support residents lead more sustainable lives.</p>
Legacy	<p><i>Ebbfleet Garden City Trust has established itself as a key partner of EDC, overseeing long-term stewardship, with control of a number of the estate management companies operating in the area, alongside community facilities and local parks</i></p>	<p>The Ebbfleet Garden City Trust has been operating throughout the Plan period and has gained charitable status. The Trust has established itself as a key partner of EDC, working together with the Corporation to develop the long term stewardship strategy for the garden city.</p> <p>The Trust manages the Springhead Park allotments and later this year will take control of the new community buildings at Ebbfleet Green.</p>
	<p><i>Residents empowered to take a lead in shaping their Garden City and delivering a range of activities and events</i></p>	<p>The Ebbfleet Community Board has been operating throughout the Plan period and has undergone expansion of membership and the introduction of a resident chair. The Community Board is now taking forward its own action plan. Other community groups have also taken the lead in running and supporting events and activities and this continues to grow.</p>

Environment	<i>Environmental sustainability will thread through the entire Garden City starting with how we work as an organisation, how we invest and how we procure and deliver</i>	<p>EDC agreed a corporate environmental action plan with a target to achieve net zero by 2030.</p> <p>The decarbonisation action plan and sustainable performance framework have both been published which are key tools in supporting our ambition of net-zero by completion.</p> <p>Annual monitoring is now being reported and published.</p>
	<i>Working with our local authority partners, we will have made good progress in the delivery of our Environmental Action Plan, supporting our journey toward a zero carbon Garden City.</i>	
Reputation and Partnership Working	<i>Cemented our reputation as a delivery agency in the North Kent area that delivers on its promises; through our partnership working with the Thames Estuary Growth Board, local authorities and other agencies we will ensure that Ebbsfleet benefits from growth in the region, and in turn ensures that the Garden City plays a part in the ambitions of partners across the Estuary</i>	EDC has forged strengthening relationships with the Thames Estuary Growth team, particularly around inward investment activity, and continues to work closely with our three local authority partners to ensure that our respective objectives and ambitions are well aligned.

Annex B: Performance Measurement – KPIs

The Plan set out a series of 11 Key Performance Indicators (KPIs) that would be used to monitor impact and performance over the period of the Plan. A 12th KPI was subsequently added to cover ‘community participation’. For the period 2021-25 it was agreed that rather than set KPI targets for the full four year period, targets would instead be set annually through the annual Business Plans.

The table below provides a summary of progress against each of the 12 KPIs for the four year period:

KPI	Category	Measurement (targets set annually)	Results 2021-2025	
1	Housing Delivery	The number of new home completions	21/22 - 533 22/23 - 632 23/24 - 680 24/25 – 648	The housing completions target has been exceeded every year of the Plan period. As of 31 March 2025 there are 4,844 completed homes.
2	Quality of Homes and Neighbourhoods	Homes delivered that meet defined quality homes and neighbourhood quality standards	21/22 - 100% 22/23 – 100% 23/24 – 100% 24/25 - 100%	The target of 100% of homes completed in the year that received planning approval after April 2018 meeting Building for a Healthy Life quality standards has been met each year of the Plan period.
3	Diversification of Housing	Number of diversified homes delivered (e.g. custom-build, self-build, co-housing or specialist homes with features to support older or vulnerable people)	21/22 - 6 completions and starts on site for 50 custom build homes (the target was split into completions and starts) 22/23 – 42 completions 23/24 – 21 completions 24/25 – no target	The diversified homes delivered comprise 50 custom build homes at Alkerden with the remainder delivered in the Plan period being wheelchair accessible homes.

4	Affordable Homes	Number and proportion of affordable homes completed	21/22 - 254 (= 48% of homes in the year) 22/23 – 195 (= 31% of homes in the year) 23/24 – 172 (= 25% of homes in the year) 24/25 – 277 (= 42.7% of homes in the year)	There has been very strong progress against this KPI. As of 31 March 2025 31.5% of homes delivered in the urban development area are 'affordable'.
5	Commercial & Community Floorspace	Commercial and/or community floorspace completed	21/22 - 2486 sq m 22/23 – 0 (no target set) 23/24 - 554 sq m 24/25 – 360 sq m	<p>The commercial and community floorspace delivered in the Plan period has comprised the Ebbsfleet Green primary school, two retail units at Cable Wharf and the Cherry Orchard School SEN nursery.</p> <p>In the next Plan period to 2030 there will be significant community floorspace delivered and also commercial development at Northfleet East.</p>
6	Private Sector Investment	£ of private sector investment levered in across EDC sites	21/22 - £138.7m 22/23 - £172.9m 23/24 - £187m 24/25 - £179.5m	EDC has exceeded its target for private sector investment levered in in all four years of the Plan period.
7	Footpaths and Cycle Ways	Footpaths and/or cycleways completed in the EDC urban development area, or in the wider area through EDC investment	21/22 - 3.12km 22/23 – 3.62km 23/24 – 3.135km 24/25 – 3km	EDC's investment in Green Corridors programmes via KCC and schemes delivered by developers has led to c.13km of dedicated footpaths and cycleways being delivered in the Plan period, with the annual target being met or exceeded in each of the 4 years.

8	Public Transport Connections	Proximity of new homes delivered to current or future public transport route / connection (% of homes within a 5 minute walk of a current or future connection)	21/22 – 100% 22/23 – 100% 23/24 – 100% 24/25 – 100%	All homes completed in the Plan period have been assessed as being within 5 minutes walk of a current or future public transport route or connection.
9	Parks, Open Spaces and Recreation Areas	New parks, open spaces and recreation areas completed	21/22 – 0.75 hectares 22/23 – 3.94 hectares 23/24 – 8.63 hectares 24/25 – 2.2 hectares	EDC met the target of 3 hectares per year in 2 of the 4 Plan years. The overall hectareage across the 4 years is 15.5KM, exceeding the cumulative 12 hectares target. This includes larger open spaces including the Castle Hill Jubilee Park (part of the first of seven city parks) and the linear park at Springhead, alongside a wide variety of smaller pocket parks, open spaces and plazas across Ebbsfleet.
10	Investment in Social and Community Infrastructure	£ of investment in social and community infrastructure levered in across EDC sites	21/22 - £6.46m 22/23 – 0 (no target set) 23/24 - 0 (no target set) 24/25 - £1.3m	The cycle of development has meant that only a limited amount of social/community floorspace has been delivered in the Plan period, although very significant volumes are planned for delivery from later in 2025.
11	Good Financial Management	Spending within allocated budgets and recovery of invested funds as set out in project business cases	21/22 - Met 22/23 - Met 23/24 – Not Met (final capital outturn £5.4m below budget of £8m) 24/25 – Not Met (final capital outturn £14.4m, below budget)	This KPI has covered two areas: <i>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; and</i> <i>Investment funds recovered in line with project investment</i>

12	Community Participation	<p>% score based upon questions in EDC's Resident Satisfaction Survey</p> <p>Do you feel there is a sense of belonging in your neighbourhood?</p> <ul style="list-style-type: none"> - Have you attended an event or activity in Ebbsfleet in the past 12 months? - Do you volunteer? - Do you feel your neighbourhood is a place where people of different backgrounds can get on well together? 	<p>21/22 – N/A 22/23 – N/A 23/24 – Not Met – 56.25% slightly below target of 60% of responders to the questions 24/25 - Met</p>	<p>This new KPI was introduced for 2023/24, with data collected through the annual Residents' Satisfaction Survey.</p> <p>EDC narrowly missed the target in in 2023/24 but exceeded the target in 2024/25.</p>
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Ebbfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: 2024/25 End of Year Performance Review

Paper Number: EDC 025/027

Presented By: Ian Piper, Chief Executive Officer

Sub Committee: Not Applicable

Purpose of Paper and Executive Summary

To provide the Board with a report on EDC's performance in 2024/25 against the key actions and Key Performance Indicator (KPIs) targets set out in the 24/25 Business Plan.

EDC Business Plan & KPIs

This report provides an end of year assessment against the Business Plan and associated KPIs.

**Recommendation
FOR INFORMATION**

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

Annexes

Annex A (i) – Summary of performance - Business Plan key actions and KPI targets.

Annex A (ii) – Supporting maps for KPIs 7 and 9.

Delegation

Not Applicable.

Financial Impact

The 2024/25 Business Plan reflected EDC's budget for the year.

Legal Impact

Not Applicable.

Equalities Impact

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

Stakeholders Impact

Stakeholders will be interested in EDC's performance against the Business Plan and we have regularly reported our performance to our sponsor Department.

Sponsor Impact

This report will be shared and discussed at the next Accounting Officer meeting with the MHCLG Senior Sponsor.

1. Introduction

- 1.1. EDC is required to prepare and publish an annual Business Plan that sets out the Corporation's key actions for the year alongside information on budget and risks. The Corporation's 2024/25 Business Plan was published in August 2024, following approval by our sponsor Department.

2. Business Plan Priorities

- 2.1 Attached at **Annex A** is the performance report that sets out our agreed and published key actions for the year 2024/25 and information on how the Corporation has performed against these. For each key action, an assessment of "Met" or "Unmet" is provided.
- 2.2 Overall, the Corporation and our partners have performed well against the key actions. 23 of the key actions assessed have been marked as "Met", with 5 "Not Met".
- 2.3 Significant achievements during the year against our key actions include:
- Progress on various project Business Cases, including approval of the Outline Business Case for the first phase of development at Ebbsfleet Central and the Full Business Case for Alkerden Hub.
 - Construction has commenced and is progressing well on the Ebbsfleet Green community buildings.
 - Continued positive engagement with the community through events, activities and capacity training, and we published the results from a successful Residents Satisfaction Survey (995 responses) which indicate very high ratings of satisfaction across most indicators.
- 2.4 There were also some key actions where we did not fully meet our objectives for the year, including:
- The Strategic Outline Case has not been submitted for the Health and Wellbeing Hub, however work has progressed on the project to determine the preferred route forward.
 - The adoption of Springhead Bridge has not completed, but the Principal Inspection and subsequent minor works have been undertaken and are awaiting final sign off from KCC.

3. Key Performance Indicators (KPIs)

- 3.1. Also attached at **Annex A** is a summary of EDC's performance in 2024/25 against the annual KPI targets set out in the Business Plan.
- 3.2. The Corporation has performed strongly achieving 8 out of 11 targets.
- 3.3. Highlights include:
- The Corporation exceeded the housing completions target for the year, with 648 completions in total. EDC also met its target for affordable homes for the year.
 - We delivered c.£179.5m of private sector investment throughout the year, therefore exceeding the target of at least £150m.
- 3.4. There were some targets which we did not fully meet this year, including:
- 2.2 hectares of open spaces, new parks and recreation areas were delivered during the year, which is short of the 3-hectare target.
 - 360 sqm of commercial/community floorspace was delivered in the year. As the Henley Building within the Cable Wharf development was delayed (originally due to complete in December 2024 providing a further 141 sqm), EDC did not meet the target of 500 sqm.

4. Conclusion and Recommendation

- 4.1. Overall, the Corporation has performed strongly against the 2024/25 Business Plan, achieving 23 out of 28 key actions (82%) and 8 out of 11 KPI targets. The results from the Residents Satisfaction survey are strong with 83% of responses indicating that they are satisfied with their neighbourhood and 78% feel there is a sense of belonging in their neighbourhood.
- 4.2. Board is recommended to note the outcome of the Corporation's work in 2024/25 against the agreed Business Plan.

2024/25 Corporate Performance Update – Quarter 4 (Progress to 31st March 2025)

The EDC's 2024/25 Business Plan set out a number of commitments that the Corporation was seeking to deliver by the end of March 2025.

The table below reports on EDC's progress against each of these priorities as of 31st March 2025.

Commitment By the end of March 2025, we will have:	Comments (Progress up to 31st March 2025)
<p>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>	<p>MET</p> <p>Following the outline planning application gaining resolution to grant at Planning Committee in Q2, the Section 106 legal agreements required for the decision notice to be issued are progressing well with KCC, DBC and GBC.</p> <p>The Outline Business Case (OBC) for the first phase of the development was approved by MHCLG in March 2025.</p> <p>Following completion of the RIBA Stage 2 design process and the OBC approval, work continues regarding preparing for Contractor Procurement and the commencement of RIBA Stage 3 design.</p>
<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>MET</p> <p>Following the finalisation of the brand pillars and place narrative in Q3, progress on the naming strategy continues with an initial focus on the specific phases of development within Ebbsfleet Central to ensure phase names align with their unique function and characteristics. The PR and Communications workstream launched in Q4 with workshops and interviews to identify key stakeholders and key themes to address within the messaging.</p>

**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.*

Commitment By the end of March 2025, we will have:	Comments (Progress up to 31st March 2025)
<p>Prepared and submitted the full business case for Northfleet Embankment East having obtained planning permission*² and achieved RIBA Stage 4 design.</p>	<p>NOT MET</p> <p>In Q2, it was 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 has not been achieved by the end of March 2025.</p> <p>The due diligence and de-risking activities to support the development of a full remediation strategy are now underway following the conclusion of a procurement exercise in Q4.</p>
<p>Completed the grant agreement to enable the developer to start on site delivery of the Ebbsfleet Green community buildings.</p>	<p>MET</p> <p>Following completion of the legal agreements and start on site in Q3, construction activities are progressing well on both sites at Ebbsfleet Green with completions forecast during 2025. The Garden City Trust is progressing operational plans in readiness for transport and opening.</p>
<p>Concluded the Principal Inspection and the required legal process to facilitate KCC adoption of Springhead Bridge.</p>	<p>NOT MET</p> <p>The Principal Inspection and subsequent minor works have been undertaken and await final KCC sign off. We have agreement with KCC at Director level that the adoption of Springhead Bridge will follow completion of the above along with resolution of the legals.</p>

Commitment By the end of March 2025, we will have:	Comments (Progress up to 31st March 2025)
<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>MET</p> <p>The Variation 5 legal agreement with UKPN was completed in July 2024, 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>
<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>MET</p> <p>The capacity study and associated reports for Ebbsfleet Central West (including Car Park D) have been completed. The cost plan associated with the capacity study has now been received and work has commenced on the preparation of the Strategic Outline Case.</p>
<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>NOT MET</p> <p>The procurement of the design team for the Blue Lake project has commenced, including a review of the appropriate frameworks for relevant services alongside preparing scopes of work for all design team appointments required but has not yet fully concluded to enable the commencement of the design and planning process by the end of 24/25.</p>

Commitment By the end of March 2025, we will have:	Comments (Progress up to 31 st March 2025)
<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>MET</p> <p>The Strategic Outline Case was approved in Q3. The legal agreements with Bellway Homes for the sale of Abacus Corner to facilitate additional residential development adjacent to the Harbour Village site have now completed and we continue to engage with other landowners to progress the strategy to regenerate the area as part of the OBC development.</p>
<p>Working with our partners, facilitated a start on site at the Alkerden Education Campus.</p>	<p>MET</p> <p>Works have continued on site for the Alkerden Education Campus.</p>
<p>Prepared and submitted a Strategic Outline Case for the Health and Wellbeing Hub and progressed work on the preferred way forward.</p>	<p>NOT MET</p> <p>The draft Strategic Outline Case (SOC) has been assembled during Q4 bringing together the outputs from the various different workstreams. The draft SOC recommends the preferred way forward including identifying the desired balance of health space requirements alongside the wider community space requirements and other supporting uses, as well as long-term operational considerations, which have been informed through input from partners including the Integrated Care Board. As the SOC has not been submitted during Q4 24/25, this business plan priority has not been met.</p>
<p>Prepared and submitted a Full Business Case for Alkerden Hub.</p>	<p>MET</p> <p>The Full Business Case for Alkerden Hub was approved by MHCLG in Q3. Since then, the developer has been progressing contractor procurement for the construction works and the focus is on progressing legal agreements to enable commitment of funding and the start on site for the facility in 25/26.</p>

Commitment By the end of March 2025, we will have:	Comments (Progress up to 31 st March 2025)
<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>MET</p> <p>The Strategic Outline Case was approved by the EDC Board in January 2025. Work continues on various workstreams including initiating RIBA Stage 2 design, operator procurement and further business planning associated with the preferred way forward for the site.</p>
<p>Through collaboration with KCC, provide 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>MET</p> <p>The Fastrack C2 temporary bus service commenced on Sunday 7th July 2024 and was a well-established service, with up to 1,916 passenger journeys per week. This service ended on 10th November 2024, when KCC's new operator, Go-Ahead, commenced operations with the Fastrack route E service.</p> <p>The Fastrack secondary route to Bluewater via Hedge Place roundabout is scheduled to complete by November 2025.</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>NOT MET</p> <p>Funding and resources have been pushed back into the next AMP 8 period (approximately one year) by Southern Water. The Southern Water Board have now approved the Northfleet WWTW growth scheme within their next 5-year Asset Management Period (AMP). Discussions with SW are ongoing with regards to project remobilisation and a new funding agreement to explore designs for extra over odour controls associated with the existing facility.</p> <p>Subject to the spending review, business cases will be progressed in line with the above.</p>

Commitment By the end of March 2025, we will have:	Comments (Progress up to 31st March 2025)
<p>Produced and implemented a Corporation Environmental Action Plan including an appropriate future energy solution for the Observatory.</p>	<p>MET</p> <p>The Corporate Sustainability Action Plan was produced and actions monitored. The Observatory Travel Plan was updated and a car share scheme established.</p> <p>The annual Carbon Audit has been carried out and the findings will be available shortly.</p> <p>Plans for greener energy solutions for the Observatory have been paused due to technical and budget issues. These are being reviewed with further investigative work planned.</p>

Commitment By the end of March 2025, we will have:	Comments (Progress up to 31st March 2025)
<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>MET</p> <p>EDC has completed the Resident Satisfaction Survey, securing 995 responses balanced across the Urban Development Area. Results have been published online.</p> <p>The Resident Connectedness Action Plan was published, and the Ebbsfleet Community Board are taking forward the 'Our Ebbsfleet' brief to deliver a digital resource of useful information to help create a vibrant and inclusive Ebbsfleet through a sub-group.</p> <p>The Ebbsfleet Community Board led a refreshed recruitment campaign, and 8 new members were appointed.</p> <p>EDC has delivered 3 'Welcome events' and 'free tree giveaways' at Ashmere, Harbour Village and Ebbsfleet Cross.</p> <p>A series of Community Drop-ins have been delivered to help understand local priorities and interests.</p> <p>EDC has supported Craylands Lane School to deliver a 'Daily Mile' running track in response to their needs to support children and parents to improve their health and physical activity.</p> <p>Resident guides for Harbour Village and Croxton & Garry have been published to help understand planning requirements for those developments, and a refreshed Garden City Welcome Pack has been developed and delivered.</p>

Commitment By the end of March 2025, we will have:	Comments (Progress up to 31 st March 2025)
<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>MET</p> <p>A refreshed young persons placemaking group was launched in partnership with Cement Fields.</p> <p>The Ebbsfleet Culture Forum have delivered a successful ‘Bollywood’ themed event reflecting the diversity of the residents of the garden city.</p> <p>In partnership with Creative Estuary and GBC, EDC has launched a series of grant programmes to support development of creative ideas and building capacity in the cultural sector in Northfleet.</p> <p>A refreshed Edible Ebbsfleet Campaign was launched, 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, EDC 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, heritage walks, bike repair workshops, together with a series of summer fairs and markets delivered by partner organisations with EDC’s support.</p>

Commitment By the end of March 2025, we will have:	Comments (Progress up to 31 st March 2025)
<p>Delivered our next series of programmes focusing on apprenticeships, mentoring, employability and education outreach.</p>	<p>MET</p> <p>The Education Outreach Programme was procured and awarded to Construction Youth Trust (CYT) for delivery from Q2 2024 – Q4 2026.</p> <p>The first 3-day Building Future Skills Programme was delivered to 27 students from 3 schools across Dartford and Gravesham, with significant input from EDC staff across all directorates of approximately 35 hours in total.</p> <p>The CYT Built Environment Careers programme has also engaged over 1,500 students in 10 schools during the period.</p> <p>EDC attended 26 careers fairs and sessions in local schools and have supported the delivery of 10 work experience taster days with EDC, Arcadis, Gowlings and AECOM, for over 70 students.</p> <p>In March 2025, EDC funded the Kent Further Education Trades Skills Competition and brought in additional support from Ebbsfleet suppliers, Flahive Brickworks, Chartway and Erith Group of donations of bricks, timber and prizes respectively. This was in addition to planned activity.</p> <p>A refreshed Ebbsfleet Apprenticeship Programme was launched, with 8 apprentices being supported this year, plus 4 from previous years. All 8 participated in the 3-day induction programme, with 6 also engaging with the mentor programme. 3 attended an 'off the job' site visit to Chartway's Alkerden development to learn about sustainability measures being used in the build.</p> <p>The fourth North Kent Apprentices Event was funded in February 2025 and hosted at St John's School. 685 visitors attended from the school and wider general public, with 39 employers and education establishments present.</p> <p>During February half term, EDC funded a pilot careers service from a local CIC engaged with young people. 24 ½ hour sessions were delivered on a 1-2-1 basis from The Observatory and EDC extended the funding to a regular service thereafter. This was in addition to planned activity.</p>

Commitment By the end of March 2025, we will have:	Comments (Progress up to 31 st March 2025)
	<p>2 employability courses were funded in Q4 of 24/25 for 16 local unemployed residents and 3 progressed into work immediately afterwards. EDC funded CSCS courses for 3 trades students from North Kent College, brokering work experience for them all, leading to apprenticeships in bricklaying with Flahive Bricklaying at Ashmere for 2 of them.</p> <p>1 CSCS course was funded for a participant in Hays Flourish's employability programme assisting young people out of homelessness.</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>MET</p> <p>The Social Value Impact Report was published, including data for January 2023 – March 2024 highlighting that over £11.45 m of social value has been delivered by EDC and housebuilders for the benefit of local residents, including £3.63m by EDC directly. Reporting for the 2024/25 period will be provided early in 2025/26.</p> <p>Training for EDC staff has been provided on social value assessment within procurement to ensure that the ambition is shared and embedded within the corporation.</p> <p>EDC were 'highly commended' in the national Social Value Awards for 'public sector leadership'.</p> <p>There is continuous promotion of Match My Project to our suppliers and developers. There are now 60 suppliers and 37 community groups on the platform, with 33 projects having been listed to date and 14 projects either completed or in progress.</p>

Commitment By the end of March 2025, we will have:	Comments (Progress up to 31 st March 2025)
<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>MET</p> <p>The planning performance during the year has exceeded the statutory planning performance levels both in terms of speed and quality. Key planning decisions in the year include Alkerden Hub, the Major Urban Park at Whitecliffe and the third phase of development at Ashmere. Ebbsfleet Central East was reported to Planning Committee in July and there is a resolution to approve subject to legal agreements.</p> <p>Pre-application discussions have been ongoing in respect of the emerging area master plan and design code for Ebbsfleet Central East, the final phases at Harbour Village and various development parcels at Whitecliffe. Regular liaison is taking place with developers and landowners across Ebbsfleet.</p> <p>The EDC's Validation Checklist was updated and published online to incorporate planning policy changes, new mandatory planning requirements and to reflect new requirements following approval of the EDC's Sustainability Design Assessment and Guidance.</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>MET</p> <p>EDC has successfully delivered the 24/25 environmental programme in full, with all projects now completed.</p> <p>During the final quarter, EDC completed a workshop with stakeholders to identify a broader range of uses for the GreenMap, developed a teaching pack to enable local schools to use the GreenMap, and uploaded the mapping of habitats onto the GreenMap. EDC has also developed the first phase of a community-led habitat management system for our habitats across Ebbsfleet, including 15 task-cards, and an updated guide for residents to boost the biodiversity of their gardens.</p> <p>In February and March, EDC enabled the community to co-plant 500 trees and over 360m of hedgerow was also planted at Springhead Park to significantly enhance the biodiversity of the area.</p>

Commitment By the end of March 2025, we will have:	Comments (Progress up to 31 st March 2025)
	<p>The eastern quarry water re-use study has also been completed, identifying a range of potential uses, distribution routes, and treatment approaches with associated costings.</p> <p>The first annual Ebbsfleet decarbonisation report was also compiled and presented to Board in March.</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>MET</p> <p>Design assessments including Building for Health Life assessments have been carried out for a range of applications across the year including Ashmere Phase 3 in Q4. Pre-app assessment and guidance has been provided for schemes and condition discharge applications across Eastern Quarry, Ebbsfleet Central and Northfleet Riverside.</p> <p>The Design Forum has met during the year including most recently for Ashmere Phase 4.</p> <p>Design guidance: EDC completed the updating of the Statement of Engagement for planning applicants and published on the Design for Ebbsfleet website. The Design for Ebbsfleet website re-design has been completed, and the Public Realm Strategy PDF integrated into individual pages to allow applicants to find the information more easily. New design guidance on windows, dormer windows and front boundaries has also been added to the buildings section, and a new design management systems / pre-app section published.</p> <p>The Corporation has developed an action plan for considering more carefully the impact of the design of Ebbsfleet on their use by women and girls to be implemented during 2025-26.</p> <p>The wall maps to the Observatory have been updated and EDC has provided detailed mapping and assessment of public realm to feed into the annual corporate monitoring and reporting.</p>

Commitment By the end of March 2025, we will have:	Comments (Progress up to 31 st March 2025)
<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>MET</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 held a number of meetings with senior staff at partner organisations such the Environment Agency, Kent County Council and local businesses. Officers continue to engage regularly with community groups across the local area and meet residents at 'drop in' sessions. We attended MIPIM - the annual investment and property event – in March and are preparing for UKREiF in May.</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>MET</p> <p>The Government's spending review (SR) process has been split into two stages by HMG. The first stage confirms budgets for 2025/26. The outcome of the first stage (for EDC) is still awaited. The second stage confirms 3 years funding beyond 2025/26. EDC has submitted spend forecasts for all those time periods to MHCLG. The Corporation continues to review its CDEL and RDEL requirements and timings of any receipts for the period to 2028/29.</p> <p>A draft of the Corporation's next corporate plan to cover the period 2025-2030 has been created (but awaits budget confirmation from MHCLG).</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>MET</p> <p>Delivery of the 2024/25 organisational development action plan has been ongoing throughout the year. The plan was agreed in Q1 and actions implemented include delivery of procurement, project management and business case training for staff, the completion of the Public Sector Equalities Duty review/audit and implementation of an action plan, deployment of office enhancements including additional desks and IT docking stations, delivery of our annual health & wellbeing action plan, and the decision for EDC to sign up to the 'Disability Confident' employers' scheme.</p> <p>Recruitment exercises have run during the course of the year to ensure the Corporation has been able to fill key vacancies, backed up by other resourcing approaches including use of agency staff and secondments.</p>

Commitment By the end of March 2025, we will have:	Comments (Progress up to 31st March 2025)
<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>MET</p> <p>Some minor enhancements to the procurement policy were approved at the EDC Board meeting in November 2024. The policy is now being updated to reflect the changes required following the implementation of the Procurement Act 2023 (which went live in late February 2025).</p> <p>Procurement training has been provided to staff, with further training planned to cover the impact of the Procurement Act 2023 on EDCs procurement procedures.</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>MET</p> <p>A review/audit of EDC's existing processes and procedures in connection with the Public Sector Equality Duty was completed, led by an external specialist. This resulted in a series of recommendations for enhancements EDC can make, which the Exec Team has agreed to implement. An action plan has been developed, and delivery is underway.</p>

Table 2: Key Performance Indicators			
KPI	Category	2024/25 Measure and Target	Performance Summary at end of Q4
1	Housing Delivery	During the year the EDC will facilitate 620 new home completions	<p>MET</p> <p>Across the year, 648 new homes were completed. This brings the total number of homes in the Ebbsfleet urban development area as of 31st March 2025 to 4,844.</p> <p>The new homes were distributed across the following developments:</p> <ul style="list-style-type: none"> • 51 – Ebbsfleet Green • 79 – Cable Wharf • 157 – Ashmere • 171 – Alkerden Village • 69 - Castle Hill South • 60 – Ebbsfleet Cross • 61 – Harbour Village
2	Quality of Homes & Neighbourhoods	100% of homes consented after 1 April 2018 and completed in 2024/25 will achieve Building for a Healthy Life 'green light' assessment.	<p>MET</p> <p>100% of the homes completed 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 Q4
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 is under construction and the first completions are expected in Q1 2025/26. Pre application discussions are also taking place on potential 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"> ○ At least 30% of the new home completions during the year will be affordable* homes 	<p>MET</p> <p>There have been 277 affordable homes delivered across the year. These are located across the following developments:</p> <ul style="list-style-type: none"> • 77 – Ashmere • 92 – Alkerden • 47 – Ebbsfleet Green • 38 – Harbour Village • 23 – Ebbsfleet Cross <p>This represents 42.7% of homes completed in 2024/25 and so the target has been met.</p>

Table 2: Key Performance Indicators			
KPI	Category	2024/25 Measure and Target	Performance Summary at end of Q4
5	Commercial & Community Floorspace	At least 500 sqm of commercial / community floorspace will be delivered	<p>NOT MET</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 have therefore not met our target of 500 sqm of commercial or community floorspace in 2024/25.</p>
6	Private Sector Investment	In excess of £150m of private sector investment* will be levered in during the year	<p>MET</p> <p>Based on the calculations, we have delivered c. £179.5m of private sector investment this year. We have therefore exceeded the target of at least £150m of private sector investment.</p> <p><i>*This is calculated as Gross Development Value (no. of homes delivered x average sales price) less developer margin of 20% + cost of any commercial floorspace delivered using BCIS cost data. This is derived from the data in KPI 1 and KPI 5.</i></p>
7	New Dedicated Footpaths & Cycleways	At least 3km of new or improved dedicated footpaths and/or cycleways* will be delivered	<p>MET</p> <p>3km of new or improved dedicated footpaths and/or cycleways were delivered throughout 2024/25. A breakdown can be found at Appendix A.</p>

Table 2: Key Performance Indicators			
KPI	Category	2024/25 Measure and Target	Performance Summary at end of Q4
8	Public Transport Connections	100% of new homes delivered in the year will be within a 5-minute walk of a current or future bus route or other public transport connection	MET All of the 648 new homes delivered this year are or will be within a 5-minute walking distance of a current or future bus route or other public transport connection.
9	Parks, Open Spaces, and Recreation Areas	At least 3 hectares of new parks, open spaces and recreation areas will be delivered during the year	NOT MET 2.2ha of new parks, open spaces and recreation areas have been delivered during the year. The locations of these spaces are shown in the maps in Appendix A .
10	Investment in Social and Community Infrastructure	In excess of £1m of investment in social and community infrastructure	MET The Cherry Orchard SEN facility was delivered in 2024/25, meaning that c. £1.3m has been invested into social and community infrastructure. We have therefore met the target.

Table 2: Key Performance Indicators			
KPI	Category	2024/25 Measure and Target	Performance Summary at end of Q4
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>NOT MET</p> <p>EDC was originally allocated £6m revenue (RDEL) and £26.08m capital (CDEL) for 2024/25 by MHCLG. EDC also obtained approval from MHCLG to retain and utilise receipts (CDEL and RDEL) generated within the spending review period to March 2025.</p> <p>EDCs revised and agreed forecast outturn for 2024/25 was:</p> <ul style="list-style-type: none"> Revenue (RDEL): c£7.5m (which utilised c. £1.5m of RDEL receipts) Capital (CDEL): c. £16.3m. <p>The actual outturn was (subject to audit)</p> <ul style="list-style-type: none"> Revenue (RDEL): c£7.5m (which utilised c. £1.5m of RDEL receipts) Capital (CDEL): c. £14.4m. <p>EDC continually monitors and reports spend to the EDC Board throughout the year and takes action to ensure that the in-year budget is not exceeded.</p> <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>



Table 2: Key Performance Indicators			
KPI	Category	2024/25 Measure and Target	Performance Summary at end of Q4
12	Community Participation	<p>12a: Community Feeling</p> <ul style="list-style-type: none"> At least 80% 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 This will be measured through the annual survey, where we will average across two questions: <ul style="list-style-type: none"> <i>Do you feel there is a sense of belonging in your neighbourhood?</i> <i>Do you feel your neighbourhood is a place where people of different backgrounds can get on well together?</i> <p>12b: Community Involvement</p> <ul style="list-style-type: none"> At least 25% 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 This will be measured through the annual survey, where we will average across two questions: <ul style="list-style-type: none"> <i>Have you attended an event or activity in Ebbsfleet in the past 12 months?</i> <i>Do you volunteer?</i> 	<p>MET</p> <p>The 2024 Residents Satisfaction Survey (RSS) has now been completed, and we are analysing results.</p> <p>Preliminary results indicate that:</p> <ul style="list-style-type: none"> 81% of residents within the UDA believe there is a strong sense of community in their neighbourhood. 34% of residents within the UDA say that they have been involved in community activities.

EDC Board Meeting – 7th May 2025

2024/25 Business Plan and KPIS: End of Year Performance

Review Annex A(ii) – Supporting Maps for KPIs 7 and 9

Key:

	KPI 7: New Dedicated Footpaths and Cycleways
	KPI 9: Parks, Open Spaces and Recreation Areas



Springhead Allotments

**Total green space
area: 0.83 ha**

**Total footpath length:
0.35km**



Croxton & Garry

**Total green space
area: 0.38ha**

**Total footpath length:
0.16km**



Chimney View Park

**Total green space
area: 0.42 ha**

**Total footpath length:
0.48km**



Ashmere South

**Total green space
area: 0.32 ha**

**Total footpath length:
0.10km**



Ashmere North

**Total green space
area: 0.10 ha**



Alkerden

**Total green space
area: 0.15 ha**

**Total footpath length:
0.65km**



Castlehill

**Total footpath length:
0.55km**



Ebbsfleet Green
Total footpath length:
0.16km



Green corridors

**Total footpath length:
0.55km**

**Total open space
= 2.2 ha**

**Total footpath length
= 3 km**

Ebbsfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Marketing & Communications

Paper Number: EDC 025/028

Presented By: Caroline Alexander, 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 – Social Media Report

Annex B – Press Report

Annex C – Website 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. The results of the Ebbsfleet Resident Satisfaction Survey have been promoted across social media, sharing the [video](#) and digital [summary book](#) showcasing results.
- 1.2. We are in the process of planning a follow up campaign, in which we will showcase the learnings from the results, and what we have achieved throughout the year to respond to areas of improvement, or continue on what residents have expressed strong satisfaction with. At present, plans for this campaign are scheduled for summer.
- 1.3. We have been working with creative design agency Whistlejacket to design our marketing assets. Our latest campaign required the creation of materials to promote Wildlife Walk sessions at Platinum Jubilee Park/Castle Hill Lakes. The promotion was a strong success, the free tickets sold out in 24 hours for both days. The evening bat walk was positively received across social media with residents excited for similar events to take place in the future. Social media coverage is detailed further in **Annex A – Social Media Report**.



- 1.4. At time of writing, we will be attending the Building New Communities Conference 29th April. Simon Harrison, Head of Design, will be speaking on a panel on **Health, Happiness and Exemplary Design**.

- 1.5. We are continuing to capture drone footage of the two community buildings in Weldon, which have been positively received across social media, with lots of enthusiasm from residents and local community members. Examples of the drone footage captured and shared with stakeholders can be found here: <https://bit.ly/WeldonBuildings>

- 1.6. On 22nd April the Ebbsfleet Garden City Community Board welcomed new members, with the first meeting of 2025 held at The Observatory.



Promotion of the Community Board and introduction of the members via the Ebbsfleet Living magazine is scheduled for June's release.

- 1.7. We are monitoring the housing numbers and are in preparatory stage for hitting the 5,000th home, and subsequent celebration once the home has been identified.

1.8. Ebbsfleet Central update

- Works continue on the Ebbsfleet Central Brand & Visioning, with a realignment of the naming approach. As a result, we have explored and developed further opportunities for public engagement to test naming sentiment with local audiences and stakeholders prior to launch and use.
- At time of writing, the key messaging continues to be developed internally and will be reviewed and strengthened through internal governance before being presented to Board.
- We are in the process of developing recommendations to support communications and PR activities at appropriate milestones and opportunities for the Corporation and Ebbsfleet Central project.
- It is proposed that Board members will have the opportunity to review and provide feedback on the parcel names, alongside the key messages and proof points. We are exploring the most appropriate route to deliver this and will keep members updated of progress.

- 1.9. Pre-election period has been observed throughout March and April.

2. **Social Media Report**

- 2.1. We continue to share regular updates with residents on the progress of the Weldon Community buildings across our social pages and in resident groups: <https://fb.watch/z8srmhkDkf/>
- 2.2. Following the successful promotion of the Wildlife Walks, we were pleased to share pictures of those who attended and provide information on the sightings, with strong engagement and interaction a reflection of the enthusiasm for these style of events within the community.
- 2.3. We have also been promoting Match My Project – a collaborative ‘meeting point’ for the businesses and community organisations in and around Ebbsfleet. Community organisations can get help with their projects and suppliers & businesses working locally can create a positive impact by supporting projects in need. We have been promoting for more community organisations to sign up to the portal to match with the offering of support and resources available.
- 2.4. Further detail can be found in **Annex A: Social Media Report**.

3. **Press Report**

- 3.1. We continue to see activity regarding Jumping Spiders/ SSSI designation.
- 3.2. The Telegraph will be visiting in May for an interview and overview of Ebbsfleet.
- 3.3. In March we featured in Construction News Magazine, whose feature theme focused on new towns and regeneration projects across the UK.
- 3.4. A full suite of coverage can be found in **Annex B: Press Report**.

4. **Website Report**

- 4.1. The website report covers the period of March only.
- 4.2. We have implemented heat mapping on the Ebbsfleet GREENmap webpage to ascertain how we can make improvements and increase the number of sightings to the map itself. The reporting figures show an upload of 294 trees between 2024 Q3 and 2025 Q1, and an additional 31 wildlife locations reported to the map for the same period.

- 4.3. By installing and reviewing the heat map, we can track mouse movement and see if there are any measures that can be taken to improve the user experience and encourage more uploads to the site.
- 4.4. Further analysis is provided in **Annex C: Website Report**

Ebbsfleet Development Corporation Board

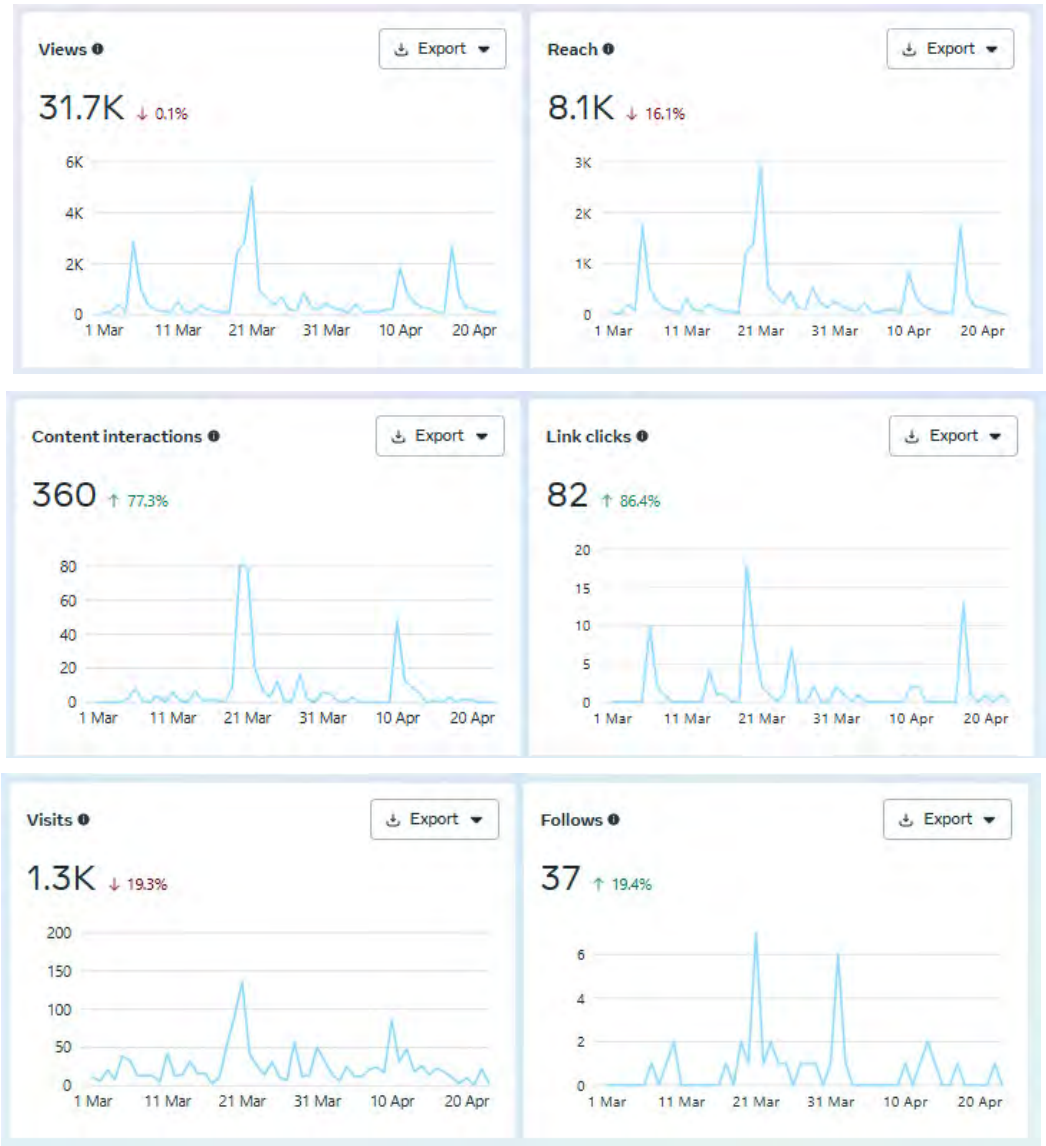
Part I Board Item
EDC-025-028 Annex A: Social Media Report

1. Introduction

1.1. This paper records performance 1st March – 23rd April.

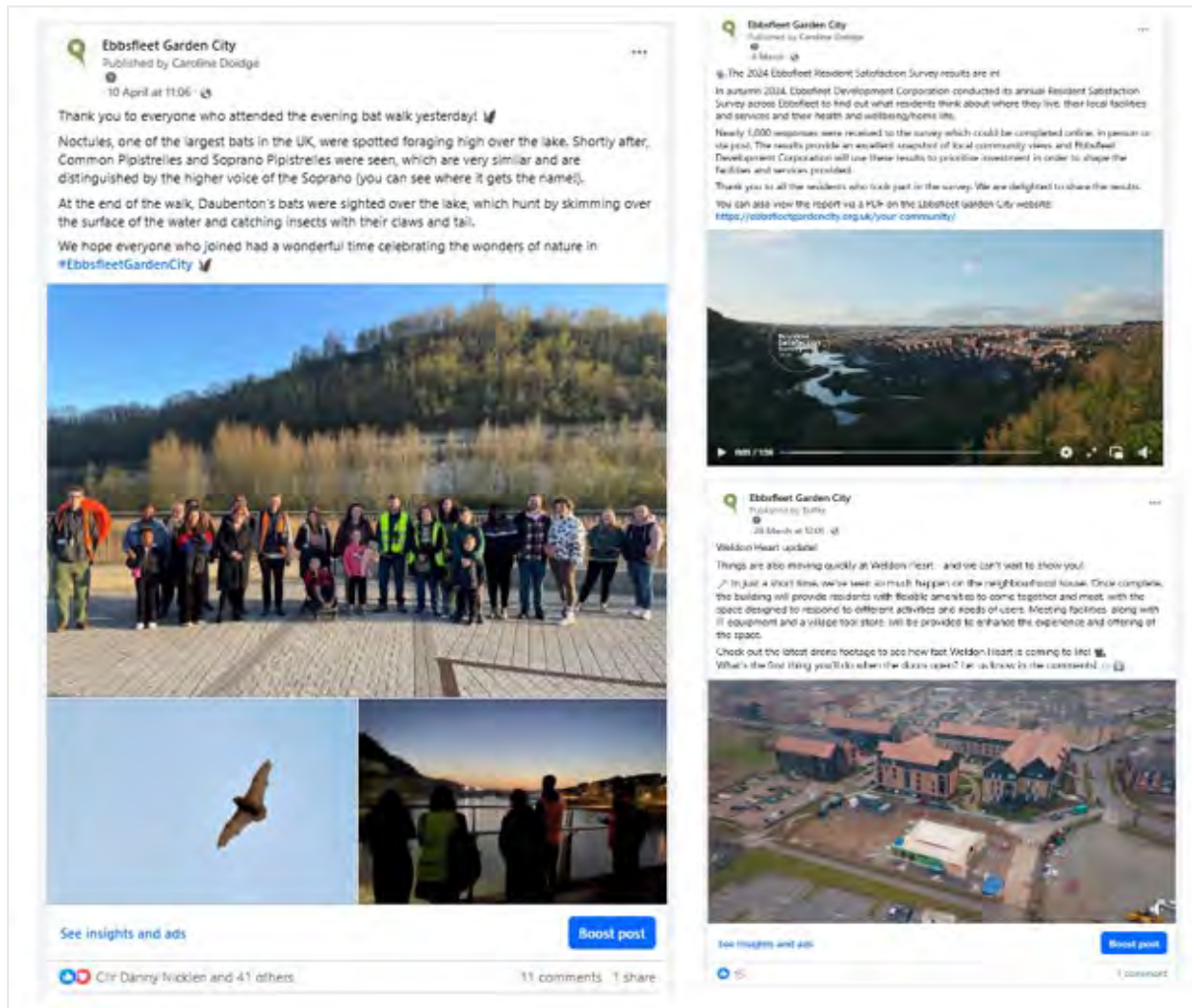
2. Facebook

- 2.1. Performance metrics are largely aligned with the pre-election period resulting in reduced reach and visits (reduced number of posts reaching people and content showing on feeds).
- 2.2. However, the spike in interactions is reflective of the popularity of the Weldon community buildings updates and the Wildlife Walks posts.



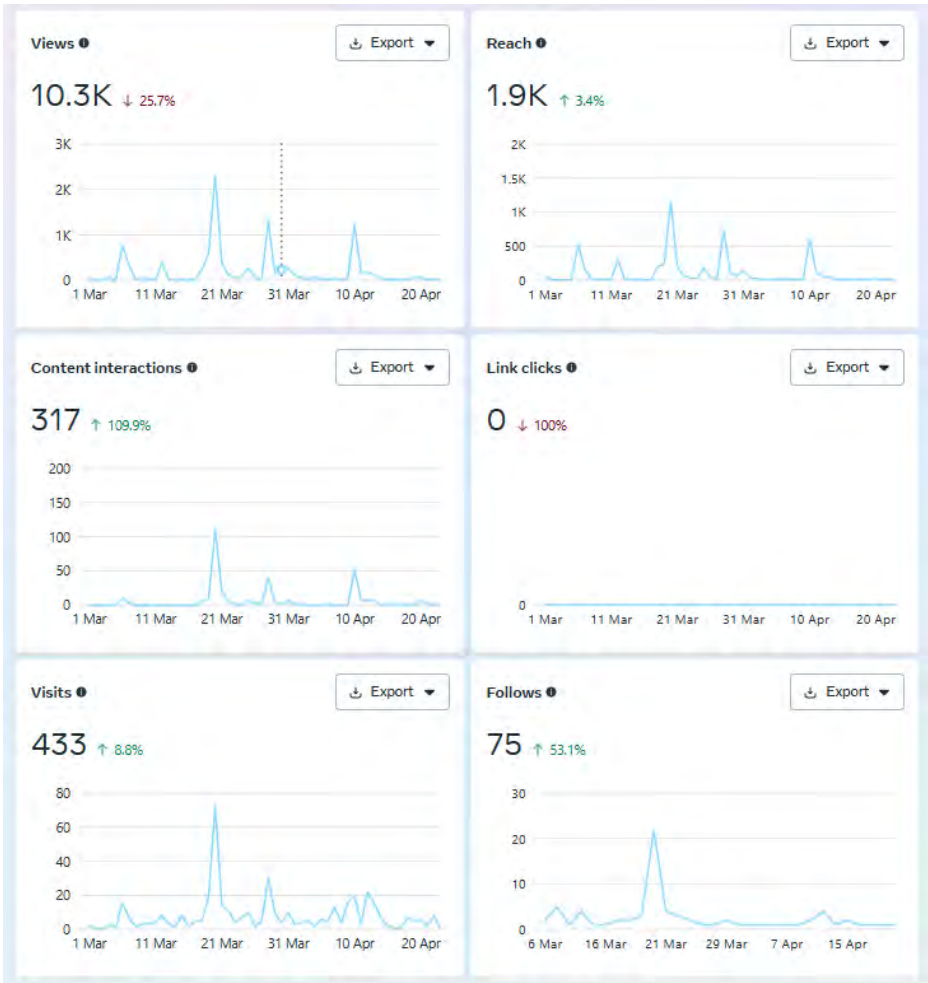
2.3. Top performing content includes:

- Weldon Community update: Viewed over 7000 times
- Bat Walk community shot: Viewed over 2,300 times
- Ebbsfleet Resident Satisfaction video: Viewed over 1,000 times



3. Instagram

- 3.1. Instagram performance similarly reflects that of Facebook, with photography led community posts out-performing general updates or designed posts.
- 3.2. We have seen an increase in interactions – comments and likes – due to the popularity of the posts. Our reach has grown as by posting reels (short videos) we have been able to reach non followers – which is also reflected in our increase in followers for this reporting period.



3.3. Top performing content includes:

- Weldon community building update: 2853 views
- Weldon Heart update: 1636 views
- Bat Walk photos: 1202 views

Instagram Top content by views

Boost content See all content

Image	Caption	Date	Views	Likes	Comments	Shares
	Exciting update! Weldon Wellbeing...	20 March 06:17	2.9K	114	9	1
	Weldon Heart update! Things are also movi...	28 March 05:01	1.6K	43	1	1
	Thank you to everyone who attended the...	10 April 03:04	1.2K	62	5	0
	The 2024 Ebbsfleet Resident Satisfactio...	6 March 07:37	1.2K	11	2	2
	There's still time to register your interes...	19 March 05:01	592	14	0	0

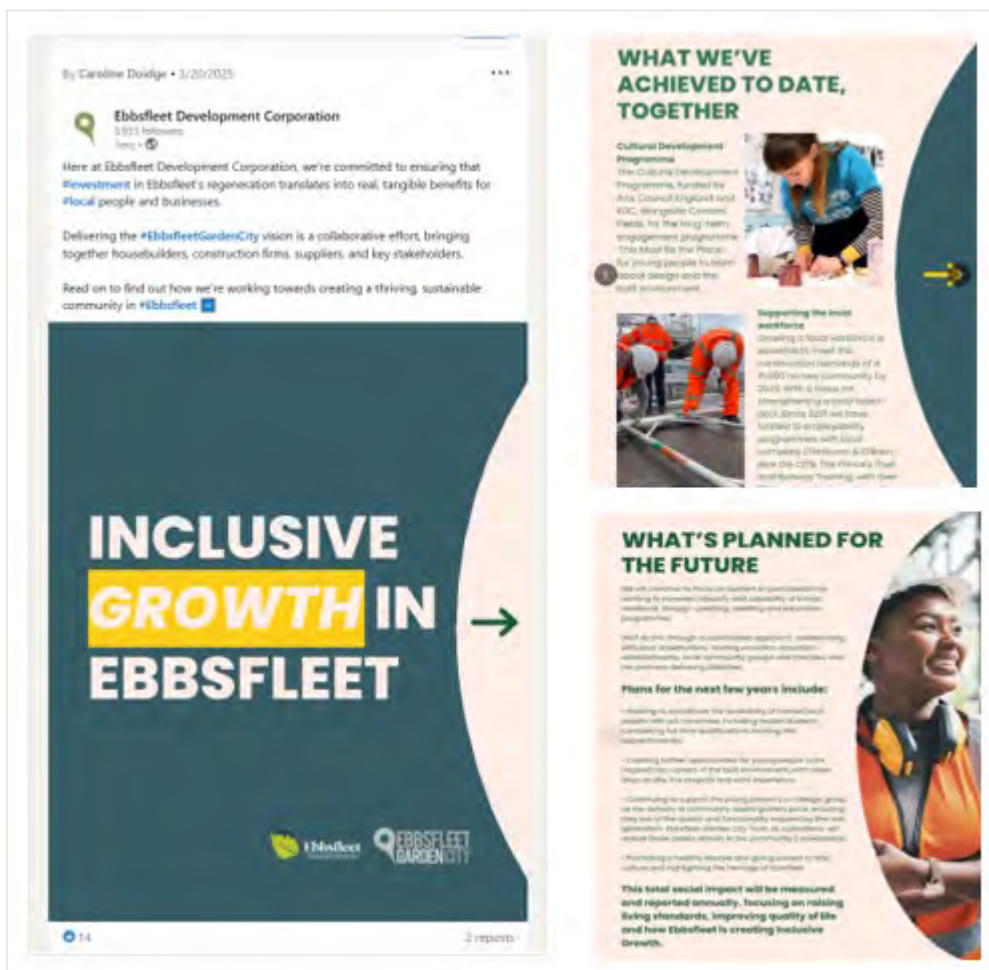
4. LinkedIn

4.1. LinkedIn has focused primarily on the recruitment of the three roles with the Corporation, and the promotion of National Apprenticeship Week.

4.2. Key metrics for the period include:

- 228 reactions (up 33.3%)
- 6886 impressions (down 8.9%)
- 435 page views (up 7.9%)

4.3. Our top performing content was a mixture of sharing colleagues posts and promoting our inclusive growth work across Ebbsfleet.



Ebbsfleet Development Corporation Board

Part I Board Item EDC-025-028 Annex B: Press Report
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1. Introduction

1.1. This Annex reports for the period of March and early April.

1.2. We have observed Pre-election period and therefore have declined various invitations for press commentary or interview during this period. As such, the following articles are without the Corporation's comment or input.

2. Jumping Spiders/SSSI

- [The jumping spiders blocking building on Britain's industrial wastelands – The Times](#)
- [Fact check: Part of a new town in Kent was impacted by a spider's habitat – PA media](#)
- [Fact check: Part of a new town in Kent was impacted by a spider's habitat – Stratford Herald](#)
- [Charities accuse Keir Starmer of misleading jumping spider claims - BBC News](#) – BBC News
- [Kent Wildlife Trust hit back at PM Keir Starmer's 'misleading' claims jumping spiders stalled 15,000 new homes at Ebbsfleet Garden City](#) – Kent Online

3. Article features

- [Ebbsfleet Garden City: Teachings from the Thames Gateway | Construction News](#) – Construction News

4. Local business

- [The Prep Rooms opens dentist, health centre, hairdressers and nail salon in Cherry Orchard, Castle Hill, Ebbsfleet Garden City](#) – Kent Online

5. Health

- [Dartford and Gravesham NHS Trust reveals plans for new ICU at Darent Valley Hospital](#) – Kent Online

6. Development

- [Bellway buy land, near College Road and The Creek in Northfleet, as part of Ebbsfleet Harbour Village development](#) – Kent Online
- [Huge update on the UK's first incredible new garden city in over 100 y | UK | News | Express.co.uk](#) – Express
- [Changes to Fastrack Kent Thameside services to be introduced in April - News & Features - Kent County Council](#) – Kent County Council



Report Highlights

1 Mar 2025 - 23 Apr 2025

Total users

2,238

↓ -6.2%

Contact Us Form Submissions

16

↑ 100.0%

All Form Submissions

152

↑ 25.6%

Newsletter Submissions

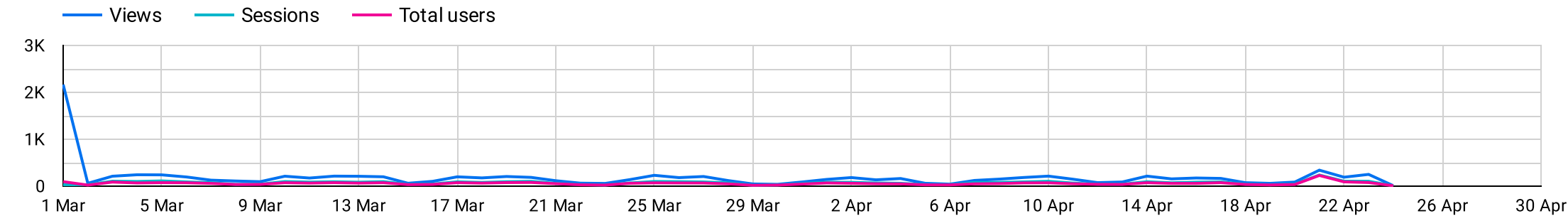
33

↑ 43.5%

Engagement rate

63.39%

↑ 2.2%



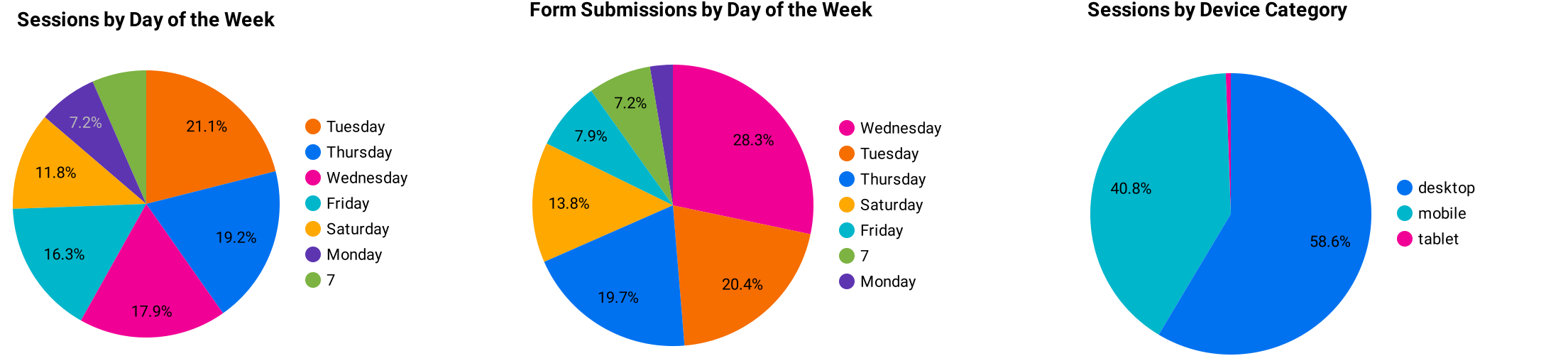
First user primary channel group	Sessions ▾	Total users	Page Views	Engagement rate	Average session duration
Organic Search	2,424	1,337	4,955	66.79%	00:04:30
Direct	1,072	543	4,144	59.42%	00:04:41
Organic Social	293	269	396	38.91%	00:00:57
Referral	153	85	619	67.32%	00:04:23
Unassigned	71	51	81	14.29%	00:00:12

1 - 5 / 5 < >

Top ten visited pages	Sessions ▾	Total users	Page Views	Engagement rate	Average session duration
ebbsfleetgardencity.org.uk/	1,389	882	1,648	74.95%	00:02:14
ebbsfleetgardencity.org.uk/planning-and-design/	1,103	548	1,229	75.34%	00:04:12
ebbsfleetgardencity.org.uk/ebbsfleet-garden-city/	299	249	329	85.95%	00:01:40
ebbsfleetgardencity.org.uk/ebbsfleet-garden-city/the-vision/	296	232	312	90.2%	00:01:38
ebbsfleetgardencity.org.uk/who-we-are/work-for-us/	257	165	268	79.38%	00:01:19
ebbsfleetgardencity.org.uk/who-we-are/	219	152	248	93.15%	00:02:17
ebbsfleetgardencity.org.uk/regeneration/ebbsfleet-central/	183	137	200	78.69%	00:02:30
ebbsfleetgardencity.org.uk/regeneration/	169	146	211	91.12%	00:01:52
Grand total	3,903	2,236	10,115	63.46%	00:04:20

1 - 100 / 522 < >

Query	Site CTR	Clicks ▾	Impressions	Average Position
ebbsfleet garden city	31.87%	369	1,158	1.11
ebbsfleet development corporation	41.53%	304	732	1.22
edc planning search	65.77%	146	222	1.97
ebbsfleet	1.45%	139	9,589	6.42
ebbsfleet valley	5.32%	39	733	4.79
ebbsfleet central	55.32%	26	47	1.47
ebbsfleet planning portal	64.1%	25	39	1
ebbsfleet development	35.29%	24	68	1.24
ebbsfleet garden city map	29.85%	20	67	1.84
ebbsfleet development corporation jobs	64.29%	18	28	1
ebbsfleet planning	64.29%	18	28	1.11

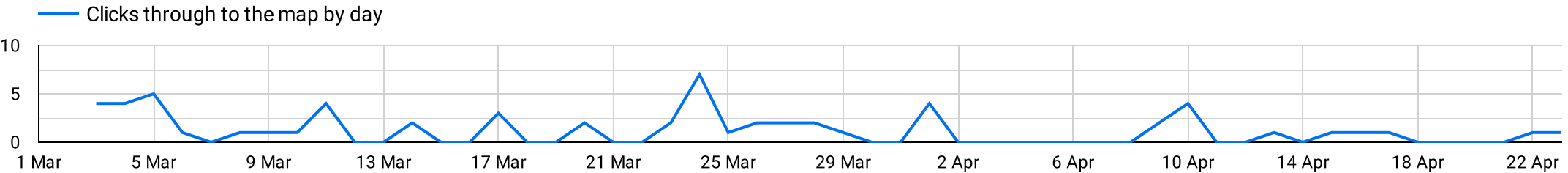
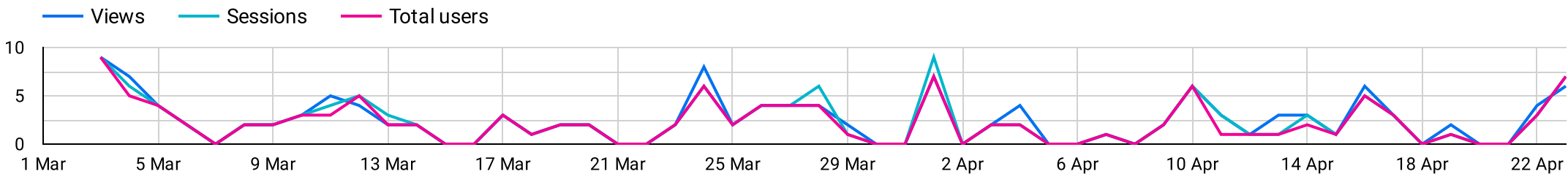




GREENmap page

1 Mar 2025 - 23 Apr 2025

Total users	Page Views	Engagement rate	Completed Video Views	Sessions	Form Submissions	Clicks To The Map
94	130	80.80%	2	125	1	61
⬆ 20.5%	⬇ -7.8%	⬆ 8.0%	0.0%	⬆ 1.6%	0.0%	⬆ 771.4%



First user primary channel group	Sessions ▾	Total users	Page Views	Engagement rate	Average session duration
Direct	63	53	69	76.19%	00:02:56
Organic Search	61	40	60	85.25%	00:02:05
Referral	1	1	1	100%	00:00:16

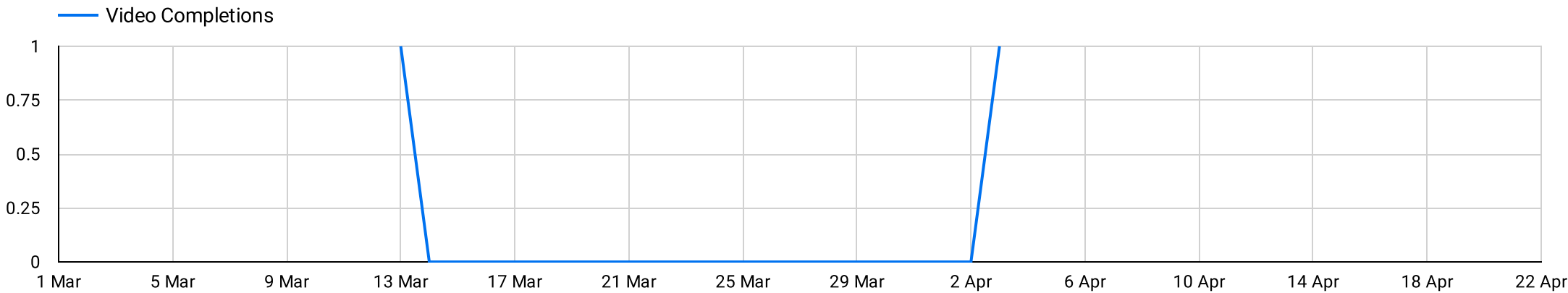
1 - 3 / 3

Device category	Sessions ▾	Total users	Page Views	Engagement rate	Average session duration
desktop	95	76	96	77.89%	00:02:39
mobile	26	14	30	96.15%	00:02:17
tablet	4	4	4	50%	00:00:09

1 - 3 / 3

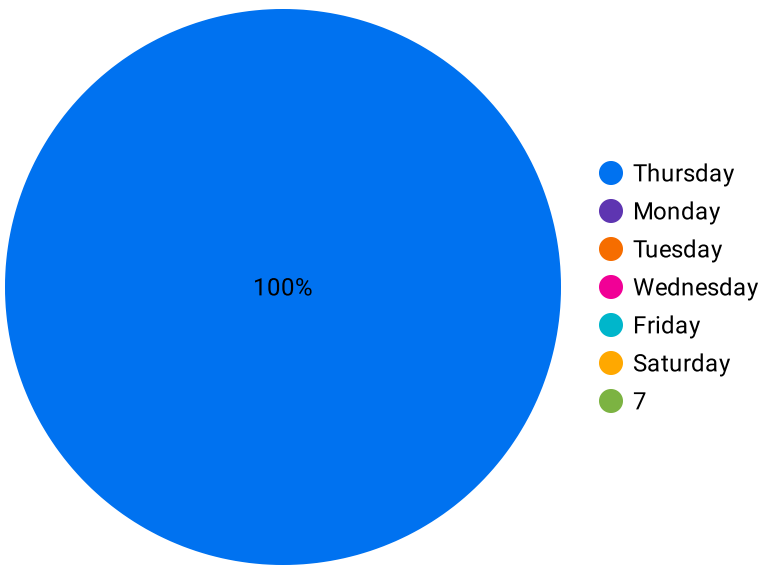
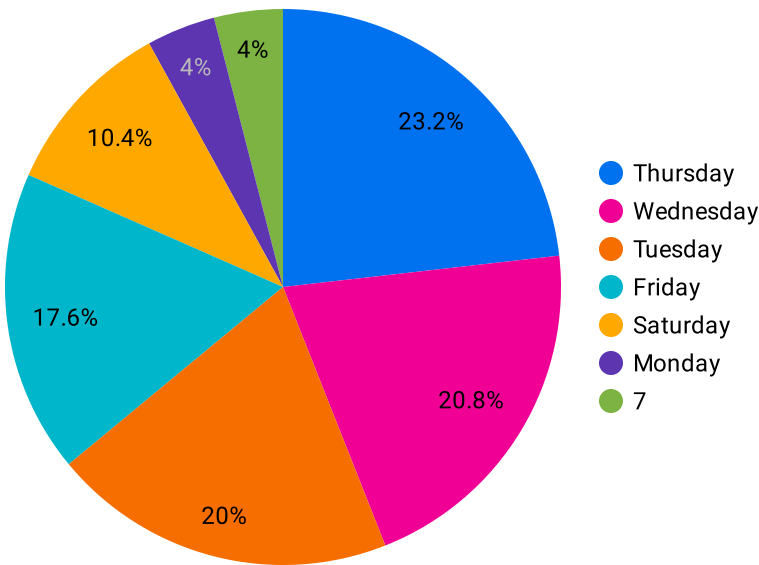
Top ten visited pages	Sessions ▾	Total users	Page Views	Engagement rate	Average session duration
ebbsfleetgardencity.org.uk/ebbsfleet-green-map/	124	94	129	78.23%	00:02:16

1 - 1 / 1



Sessions by Day of the Week

Key Events by Day of the Week





Planning & Design Pages

Total users

606

⬇️ -15.2%

Page Views

1,578

⬇️ -16.3%

Engagement rate

72.53%

⬆️ 1.7%

Completed Video Views

No data

No data

Sessions

1,263

⬇️ -18.4%

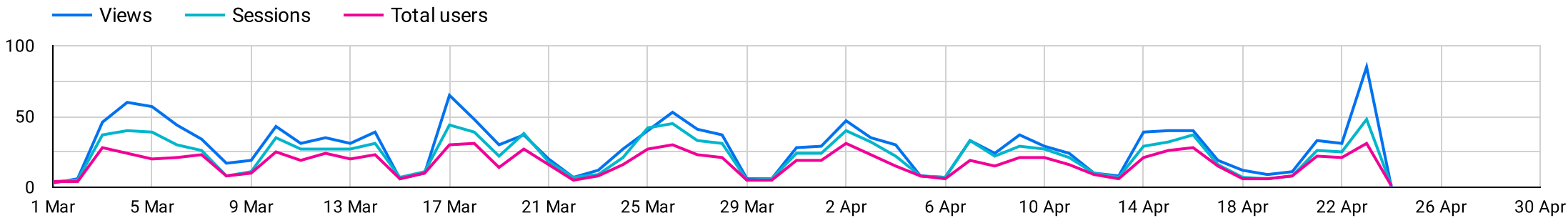
Form Submissions

16

⬆️ 60.0%

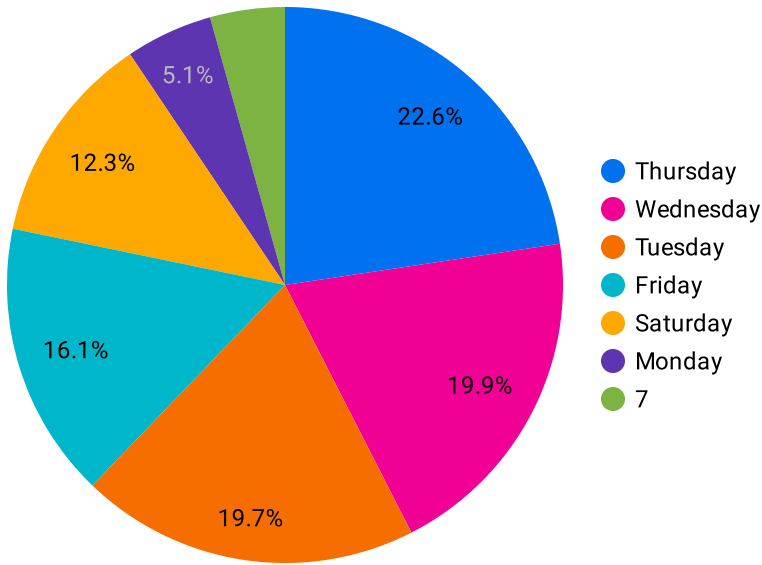
1 Mar 2025 - 23 Apr 2025

▼

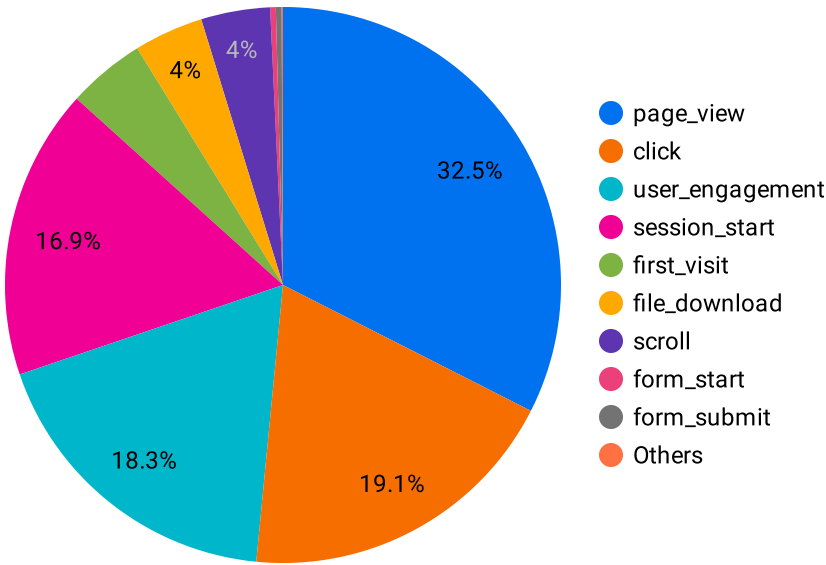


Channels bringing users to the Planning & Design pages	Sessions ▾	% Δ	Total users	% Δ	Page Views	% Δ	Engagement rate	% Δ	Average session duration	% Δ
Organic Search	856 <div></div>	773.5...	422 <div></div>	529.9...	1,068 <div></div>	947.1...	74.07% <div></div>	2.2% ⬆️	00:04:44 <div></div>	52.6% ⬆️
Direct	332 <div></div>	621.7...	145 <div></div>	457.7...	422 <div></div>	486.1...	67.17% <div></div>	-0.3% ⬇️	00:03:23 <div></div>	-9.4% ⬇️
Referral	60 <div></div>	300.0...	25 <div></div>	400.0...	66 <div></div>	46.7% ⬆️	71.67% <div></div>	-10.4%...	00:04:03 <div></div>	-49.5% ⬇️
Organic Social	18 <div></div>	-	14 <div></div>	-	22 <div></div>	-	100% <div></div>	-	00:03:49 <div></div>	-

Sessions by Day of the Week



Website Events





Community Pages

Total users

342

↓ -5.5%

Page Views

667

↑ 1.7%

Engagement rate

78.57%

↓ -0.2%

Completed Video Views

No data

No data

Sessions

490

↓ -1.6%

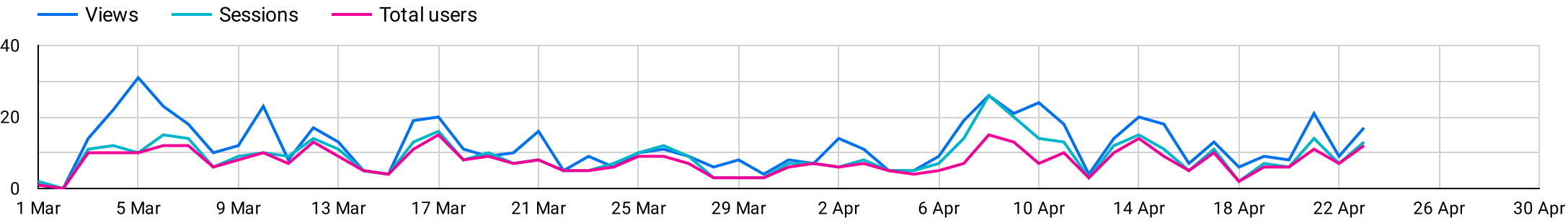
Form Submissions

8

0.0%

1 Mar 2025 - 23 Apr 2025

▼



First user primary channel group	Sessions ▾	Total users	Page Views	Engagement rate	Average session duration
Organic Search	301 <div></div>	250 <div></div>	418 <div></div>	84.72% <div></div>	00:02:24 <div></div>
Direct	148 <div></div>	63 <div></div>	190 <div></div>	65.54% <div></div>	00:02:45 <div></div>
Referral	22 <div></div>	13 <div></div>	32 <div></div>	77.27% <div></div>	00:01:43 <div></div>
Organic Social	18 <div></div>	16 <div></div>	27 <div></div>	83.33% <div></div>	00:01:22 <div></div>

1 - 4 / 4 < >

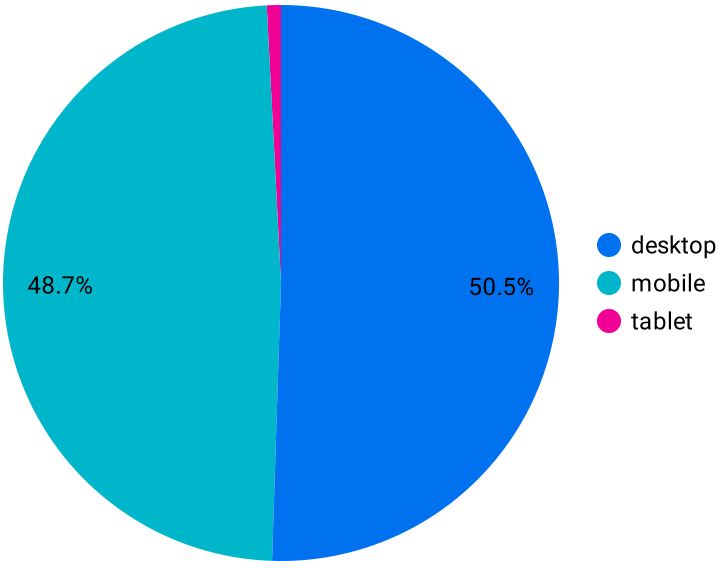
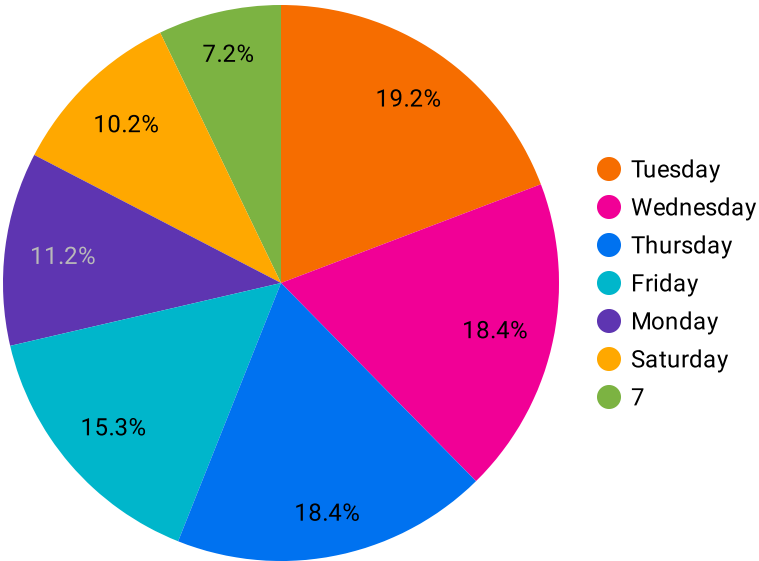
Device category	Sessions ▾	Total users	Page Views	Engagement rate	Average session duration
desktop	247 <div></div>	165 <div></div>	326 <div></div>	84.62% <div></div>	00:02:42 <div></div>
mobile	238 <div></div>	175 <div></div>	335 <div></div>	72.69% <div></div>	00:02:11 <div></div>
tablet	4 <div></div>	2 <div></div>	6 <div></div>	50% <div></div>	00:00:54 <div></div>

1 - 3 / 3 < >

Top ten visited pages	Sessions ▾	Total users	Page Views	Engagement rate	Average session duration
ebbsfleetgardencity.org.uk/your-community/	161 <div></div>	118 <div></div>	184 <div></div>	91.3% <div></div>	00:01:59 <div></div>
ebbsfleetgardencity.org.uk/your-community/parks/	134 <div></div>	79 <div></div>	156 <div></div>	58.96% <div></div>	00:02:22 <div></div>
ebbsfleetgardencity.org.uk/your-community/schools/	74 <div></div>	64 <div></div>	87 <div></div>	83.78% <div></div>	00:02:04 <div></div>
ebbsfleetgardencity.org.uk/your-community/career-opportunities-ebbsfleet/	48 <div></div>	39 <div></div>	55 <div></div>	95.83% <div></div>	00:02:03 <div></div>
ebbsfleetgardencity.org.uk/your-community/walking-and-cycling-routes/	43 <div></div>	36 <div></div>	49 <div></div>	88.37% <div></div>	00:02:12 <div></div>
ebbsfleetgardencity.org.uk/your-community/culture-and-creativity/	32 <div></div>	23 <div></div>	33 <div></div>	81.25% <div></div>	00:02:37 <div></div>
ebbsfleetgardencity.org.uk/your-community/health/	26 <div></div>	24 <div></div>	26 <div></div>	88.46% <div></div>	00:00:32 <div></div>

1 - 26 / 26 < >

Sessions by Day of the Week and Device



Ebbsfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Planning, Design and Delivery Report

Paper Number: EDC 025/029

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

- **Ebbsfleet Central East** – Discussions are ongoing regarding the s.106 Agreements required to enable the outline planning permission to be issued.

Eastern Quarry

- **S.73** – Further discussions have taken place and we are awaiting updates from the applicant which we expect to remove the request to uplift the residential development but retain the element seeking to introduce floorspace for specialist elderly accommodation to come forward.
- **Education Campus** – All pre-commencement planning conditions have been discharged and further discussions on conditions will take place during the coming month.
- **Ashmere Phase 1** – Shortlisted for the Housing Design Awards with the panel making their visit in late April.
- **Ashmere Phase 3** – Reserved matters application for 216 dwellings approved by the EDC Planning Committee in March.
- **Ashmere Phase 4** – Design Review Form reviewed the scheme in March, with ongoing pre-application meetings planned ahead of a formal submission in May.
- **Alkerden South (Stonehaven Park)** – Phase 1 development continues with the non-material amendments to the appearance of the apartments agreed to rationalise the design and improve the efficiency of delivering the scheme. Discussions have commenced in advance of Phase 2 commencing on site with initial discharge of condition applications currently under consideration.
- **Alkerden Parcel 3** – Pre-commencement condition approved on Bellway's Fastrack scheme for 56 dwellings and clearance of the site due to commence ahead of the start of development anticipated in June.

Ebbsfleet Green

- **Community Buildings** - Above ground works on both buildings have commenced. The Neighbourhood Hub (Weldon Heart) is expected to be completed by August 2025 and the Community Hub (Weldon Wellbeing Pavillion) is expected to be completed by November 2025. We are working closely with Thomas Sinden to discharge all outstanding planning conditions.
- **Residential** - All residential phases have now been completed. It is likely all homes will be occupied by the summer.

Northfleet Riverside

- **Rosherville Primary School** – Works are progressing well on site with the school structure nearing completion. We still expect the school to open in January 2026.
- **WT Henley Building** – Internal works have commenced on site and external works will start following final agreement of all external materials.

- **Harbour Village** - Works on Phase 1B have completed and 101 homes have been occupied. Phase 2 works are continuing at a good pace, and the affordable dwellings are expected to be handed over to Moat Housing and occupied in June 2025. Phase 3A pre-commencement conditions have been submitted, and Bellway are hoping to start works by September 2025. Works are continuing at a good pace on Bevan's Park.
- **Northfleet Fastrack** – We are working closely with all parties to resolve the outstanding issues on Grove Road. Amended plans are expected to be submitted for Bus Road East and Granby Road in the coming months following discussions with Bellway and Tarmac.
- **Abacus Corner** – Pre-app discussions for this site, in combination with Harbour Village Phase 3B have commenced and an informal committee presentation is scheduled for April. Public consultation is planned for 7 May and Bellway is aiming for submission of a planning application in late May 2025. This application will include the Abacus Corner section of Fastrack.
- **Northfleet Embankment West Employment Land** – Pre-commencement conditions have been submitted for the Triangle Site, Vineyard Pit and Church Path Pit.

2. Housing and Delivery

- 2.1 The Ebbsfleet Delivery Dashboard is attached in Annex A.
- 2.2 We are reporting 648 completions and 567 starts during 2024/25.
- 2.3 This month we are reporting 22 completions and no further starts. There are 654 homes currently under construction. The completions this month have come from Harbour Village and Ebbsfleet Green. The residential development at Ebbsfleet Green is now complete.
- 2.4 Following the board meeting in March we have met with Vistry who updated us on the difficulties with the sale of apartments in Ashmere. We understand this is typical of the apartment market at the current time. Vistry have explored various incentives to attract buyers along with a potential sale to a private rental operator.
- 2.5 At Alkerden Parcel 5b, Chartway have handed over their marketing suite and first 9 plots over to the Build to Rent operator, Packaged Living Ltd. Following EDC advice, DBC have also agreed with Moat Housing Group that the initial shares for the Shared Ownership houses and apartments can be reduced from 30% to 10% to make these properties more affordable to people on lower incomes.
- 2.6 We have liaised with housebuilders concerning affordable housing delivery in Ebbsfleet. Most housebuilders have agreements in place with registered providers. However we have been notified of one example where it has not been possible to secure a registered provider as planned and so the

housebuilder is re-engaging with alternative providers. This particular example has a cascade mechanism in the s106 agreement which provides flexibility on some aspects of delivery including potential contributions in lieu of affordable housing to the borough council. We therefore do not currently expect this to delay delivery.

3. Planning Committee Update

- 3.1 In March the Planning Committee met for a formal meeting to consider the third reserved matters application for residential development at Ashmere. The scheme, submitted by Vistry/Clarion is for 216 homes and was recommended for approval. The Committee discussed the merits of the scheme including the affordable housing, sustainability features and parking. The Committee resolved to approve the scheme in line with officers recommendation and the decision notice was subsequently issued.
- 3.2 In April, the Planning Committee met informally for a presentation by Bellway on their emerging proposals for Abacus Corner at the Northfleet Embankment West site. The proposals include homes and a retail unit. A presentation is also planned for May where Vistry/Clarion will present their proposals for Parcel 10 at Ashmere, this will be the fourth reserved matters application and it will be for c220 homes.
- 3.3 We are in pre-application discussions on various schemes which we expect to be submitted during the year which will then be reported to Committee. The current live applications which we anticipate will be reported include:
- Harbour Village Phase 3B
 - Grove Road – Fastrack Scheme
 - Eastern Quarry – S73
- 3.4 The Minister has appointed the new Independent Planning Committee members, Ashley Hook and Michelle Amugi. Ashley has a background in affordable housing delivery, most recently as CEO of MHS Homes. Michelle is a local resident who lives in Weldon. We will carry out inductions for Ashley and Michelle over the coming weeks. They have each been appointed for 3 years.

4. Housing Mix

- 4.1 We have recently carried out a review of the housing mix that has been delivered or approved across Ebbsfleet to date. There are currently 6,307 homes with either full planning permission or reserved matters approval.
- 4.2 The current split between market and affordable housing is as follows: -
- Market Housing – 69.8% (4402 homes)
 - Affordable Housing – 30.2% (1905 homes)

4.3 The table below shows the type of homes being developed across all tenures.

Houses (56.4%)	2 Bedroom	688	10.9%
	3 Bedroom	1722	27.3%
	4+ Bedroom	1150	18.2%
Flats (43.6%)	1 Bedroom	570	9.0%
	2 Bedroom	2155	34.2%
	3 Bedroom	22	0.4%

4.4 The current split within the affordable housing is as follows: -

- Shared Ownership – 70% (1325 homes)
- Affordable Rent – 29% (519 homes)
- First Homes – 1% (26 homes)

4.5 The following table then looks specifically at the affordable housing typologies.

<u>Shared Ownership</u>			
Houses	2 Bedroom	240	18.1%
	3 Bedroom	305	23.0%
	4+ Bedroom	18	1.4%
Flats	1 Bedroom	161	12.2%
	2 Bedroom	586	44.2%
	3 Bedroom	15	1.1%
<u>Affordable Rented</u>			
Houses	2 Bedroom	105	18.9%
	3 Bedroom	76	13.7%
	4 Bedroom	24	4.3%
Flats	1 Bedroom	73	13.2%
	2 Bedroom	276	49.9%
<u>First Homes</u>			
Flats	1 Bedroom	1	3.8%
	2 Bedroom	25	96.2%

4.6 The housing teams at the Borough Councils are consulted on applications that EDC receive that include affordable housing. We will be sharing the information on housing type and tenure with the Borough Councils to assist with strategic planning in the area. We will continue to monitor the types and tenures of homes being consented and delivered.

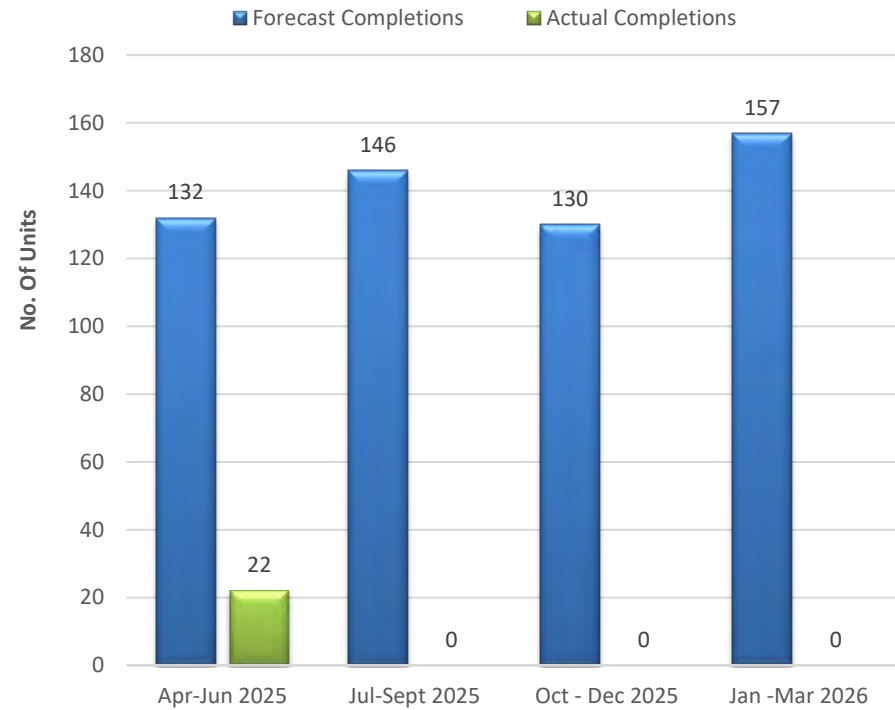
4.7 In the resident satisfaction survey 2024 we asked, 'What is the tenure of your home?'. The responses received broadly follow the split between the market and affordable homes that we can see in the information above. However, the

responses also give us an indication of the number of people in privately rented accommodation. This was reported as being 6% of respondents.

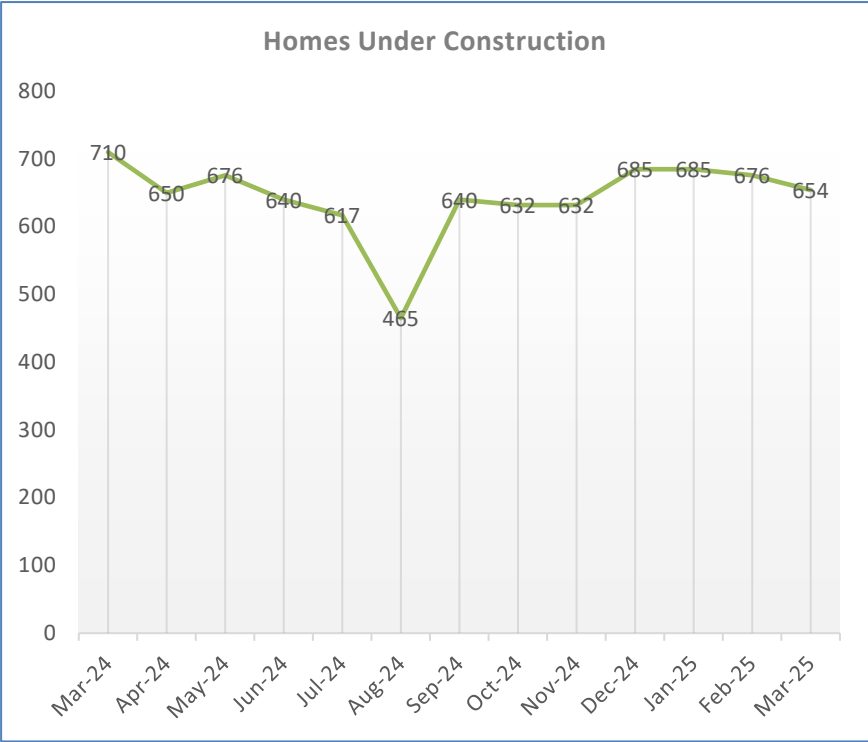
- 4.8 Packaged Living are working with Chartway on Alkerden Phase 5B to deliver 121 homes as a build to rent product and the marketing suite will open shortly. There are other phases in Alkerden and Ashmere where developers are considering similar products.
- 4.9 We continue to promote the inclusion of older persons accommodation within schemes but there are limited leavers available to us. Recent discussions have taken place with Henley Camland looking at parcels in Alkerden and Ashmere and we are proactively engaging in these discussions as we understand there is significant interest from providers in having a presence in Ebbsfleet.

ANNEX A
EBBSFLEET DELIVERY
DASHBOARD – 14 MAY 2025

Housing Completions
Forecast V Actual 2025 - 2026



Ebbsfleet Housing Numbers
Detailed Planning Consent
6,307
Housing Completions
4,866
Affordable Homes Completed
1526
EDC 2025/26 Business Plan Target
Completions – 565



HOUSING STARTS AND COMPLETIONS		
YEAR	STARTS	COMPLETIONS
2014-2020	2638	2017
2020-2021	282	347
2021-2022	657	533
2022-2023	817	619
2023-2024	559	680
2024-2025	567	648
2025-2026	0	22
Total	5520	4866

Delivered/Approved Open Spaces	
Location	Hectares
Springhead Park	TBC
Harbour Village	TBC

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)
Community Space	Café’ (Castle Hill)
	Eastgate Centre
Office	Castle Hill Community Centre
	Redrow Regional Office Building
Employment Space	Berkeley Modular Housing Factory

Completed Homes Per Site		
Location	Total No. of Homes	Total No. of Affordable Homes
Weldon	911	241
Castle Hill	1606	425
Springhead Park	799	288
Craylands Lane	100	30
Croxton & Garry	182	70
Cable Wharf	490	193
Ashmere	368	136
Alkerden	283	109
Lawn Road	7	0
Harbour Village	120	34
Totals	4866	1526

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

Ebbsfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Ebbsfleet Living

Paper Number: EDC 025/030

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 min-Feb to mid-April 2025.

EDC Business Plan & KPIs

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

**Recommendation
FOR INFORMATION**

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

Annexes

Annex A – N/A

Delegation

Not Applicable

Financial Impact

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

Legal Impact

Not Applicable

Equalities Impact

EDC are committed to ensuring all events and activities which it supports are accessible to everyone. To achieve this, we work effectively with a wide range of community stakeholders, partners and with the local community, to ensure that equality and diversity are fully integrated into our assessment for funding.

Stakeholders Impact

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

Sponsor Impact

Ebbsfleet Living highlights how the EDC supports MHCLG in delivering their ambitions to make 'tangible improvements to the lives of local people'.

1. Introduction.

- 1.1. This paper sets out community building activity across the Ebbsfleet area including our neighbouring communities during from mid-February to mid-April period 2025.
- 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. Ebbsfleet Resident Satisfaction Survey (ERSS) has been made available through a [digital download](#) and a [film](#) accessible from the EDC website. Data on garden city residents has been particularly welcomed by our local authority partners and community partners who are now keen to shape future activities based on priorities identified and reflecting the residents who are living in the garden city.
- 2.2. The fourth round of the 2024/25 [Ebbsfleet Community Fund](#) closed on the 28th of February, and the Ebbsfleet Garden City Trust Awards Panel met on 10th March 2025 to consider a record 19 applications. 13 applications were approved supporting a wide range of activities, including new bidders such as an 'Empty Nesters Social Society' and an 'Ebbsfleet African and Caribbean Gathering'. Repeat applications were also approved for more established groups such as the Ebbsfleet Events Committee and the Ebbsfleet Baptist Church to support their Easter activities. Total grant offered through the Ebbsfleet Community Fund in the 2024 to 2025 period totalled £22,269.77.
- 2.3. To date since Ebbsfleet Garden City Trust took over managing the Ebbsfleet Community Fund from EDC on 1st April 2023, thirty-eight awards have been made to twenty-eight applicants across nine bidding rounds. Successful applicants have included four charities, fifteen local organisation or groups, and nine individuals. EDC Board approved up to £50,000 to support the promotion, management, and implementation of the fund. Total grant offered over the two-year period has been £34,549.39, with the remaining funding being used for management of the fund.

- 2.4. The Ebbsfleet Community Board recruitment campaign closed on 14th February 2025 with 14 applications received. A resident-led sub-group led the recruitment process and met on 25th February to select additional residents to join them in shaping their future of the garden city. Nine new members were recruited to the Board. The process fulfilled its objective by attracting representation from the Ebbsfleet neighbourhoods which were currently under-represented. New members included representatives from Ashmere, and Harbour Village for the first time, and reinforced membership from Cable Wharf, Springhead Park and Weldon.
- 2.5. The [Ebbsfleet Community Board](#) met on 22nd April 2025 to include the nine new members, bringing the total number of resident members to twenty. The Community Board is chaired by Mark Cawthorne, who focused the meeting on welcoming and inducting new members before breaking off into focus groups to develop new ideas of how the group could evolve, and in particular address challenges and opportunities for the garden city. A wide selection of proposals came forward including options for encouraging volunteering, connecting neighbourhoods through tailored activities, and ideas for future events focusing on sport or heritage. A number of sub-groups have been developed to work up ideas similarly to the group which was set up to develop the 'Our Ebbsfleet' portal.



Members of the refreshed Ebbsfleet Community Board during their induction and ideas workshop meeting on 22nd April held at The Observatory

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

- 3.1. The growing Ebbsfleet Indian Community have continued to develop a range of ideas and events to bring their community together and to share their culture with their neighbours. The group organised a successful event on the 15th of March event to celebrate Holi. The event was led by the community and included music, dancing, food and lots of colour. The event was widely promoted and was welcoming to all.



Images from the Ebbsfleet Holi celebrations which was held on 15th March in Castle Hill Park.

- 3.2. A wide range of activities took place in the Ebbsfleet area during the Easter holiday period. The Ebbsfleet Events Committee held their first Easter Market event for two days during the weekend of 12th and 13th April. This event run by residents for residents to help showcase local products and emerging businesses continues to go from strength to strength. Up to 1500 residents visited over the 2-day period, which was punctuated by music and entertainment, including a performance by Ebbsfleet Voices choir and a local dance group. Kent County Council used the opportunity to showcase the new electric Fastrack bus service, which was eagerly anticipated.



Images from the Ebbsfleet Easter Market event

- 3.3. The Ebbsfleet Baptist Church joined forces with the Sunday Active Group, the Ebbsfleet Salvation Army, together with local volunteers, to deliver the 5th Annual Ebbsfleet Easter egg-hunt, which was held in Platinum Jubilee Park, during the weekend of 19th April. The event was funded through the Ebbsfleet Community Fund, with eggs sponsored by Lidl. This was the most successful event to date by the partners with over 600 residents in attendance, including 250 children, who enjoyed good weather, enabling them to make best use of the park.



Images from the Ebbsfleet Easter Egg Hunt



- 3.4. The Easter holiday period also generated a number of additional activities in the garden city area targeted at the younger population, including a Craft Drop-in held at Blue Bean Café on 15th April. Seventy children attended across the afternoon, using the opportunity to create We had around 70 children join us in the Blue Bean Coffee shop on Tues 15th for a craft drop in. An egg decorating competition was also held over the holiday period, attracting 112 entries, currently being displayed on a tree in the Blue Bean.



Images from the Easter Craft Fair including creations by the children



Images from the Easter egg decorating competition, currently on display in Blue Bean Cafe.

- 3.5. A clutch of Easter eggs donated by a local housebuilder have helped an Ebbsfleet primary school raise £689 at its spring raffle. Bellway Kent gifted 52 chocolate eggs to Leigh Academy, Cherry Orchard School, after the school's Parents and Teachers Association (PTA) hatched a plan to approach local businesses and ask them to donate raffle prizes.

Zoe Bushell said: "We are extremely grateful to Bellway for its very generous offer after our proactive PTA reached out to the company to see if it could help provide prizes for our raffle. It is good to see that a big company, which is active in the area, responded so positively to the PTA's approach.

"The spring raffle is a very important fundraising event at the school and thanks to the huge number of Easter eggs donated by Bellway, we were able to raise a good amount. We used the chocolate eggs to fill up hampers full of treats, which looked really tempting and, I am sure, helped sell tickets.



Image of children and members of the Cherry Orchard PTA with Easter eggs donated by Bellway.

- 3.6. The Ebbsfleet Community runners have been getting involved with extra races over the Easter period. Six members completed their first half marathon, whilst a further twenty members are preparing together for a 10km run at the Olympic village in Stratford during September.
- 3.7. We are delighted to announce that the funding for the Mobile Community Space, a project being led by the Salvation Army, has been confirmed and the order for the vehicle placed. The Mobile Community Space will be flexible in terms of how and where it can deliver services so it can respond to local needs and interests, however, it is proposed that it will provide the base for walking groups, coffee mornings, employability and health programmes in Ebbsfleet, and in surrounding communities including Northfleet, Swanscombe and Greenhithe. Ebbsfleet Development made a 25% contribution toward the vehicle, which helped kick-start the funding drive.
- 3.8. Below is an image of a similar style and sized vehicle to the one which is now being built for Ebbsfleet. Over the next few months, the Salvation Army will work with the community, and the funding partners to finalise the design and specification of the vehicle and its branding. The vehicle will make a significant contribution to delivery of community events whilst we wait for the full range of community infrastructure to be completed.



Visuals of a similar scaled vehicle which has been ordered by the Salvation Army to help deliver community events in Ebbsfleet and the surrounding communities.

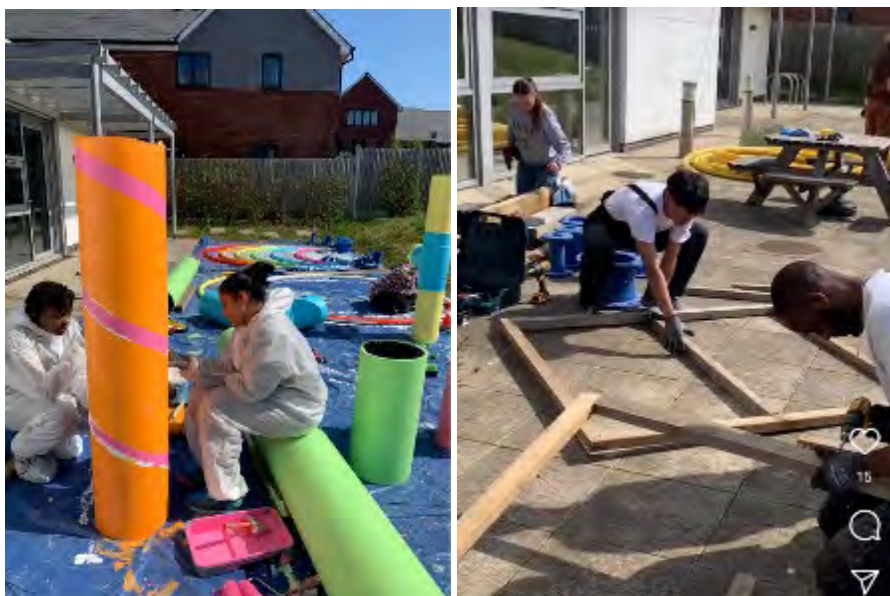
4. Events and activities delivered through a partnership with stakeholders and EDC for the benefit of local communities with EDC or third-party funding.

- 4.1. The Place Partnership, which includes Gravesham Borough Council, Creative Estuary and EDC made the second round of grant awards to creative practitioners in Northfleet. Six grants of up to £1000 were given in support of a range of individuals including a ceramicist, photographers and textile designers. Each has been given the offer of additional business support to help them develop a sustainable practice.



Image of two of the grant recipients; Kristina and Abalore, who have been successful in the recent round of Place Partnership grants.

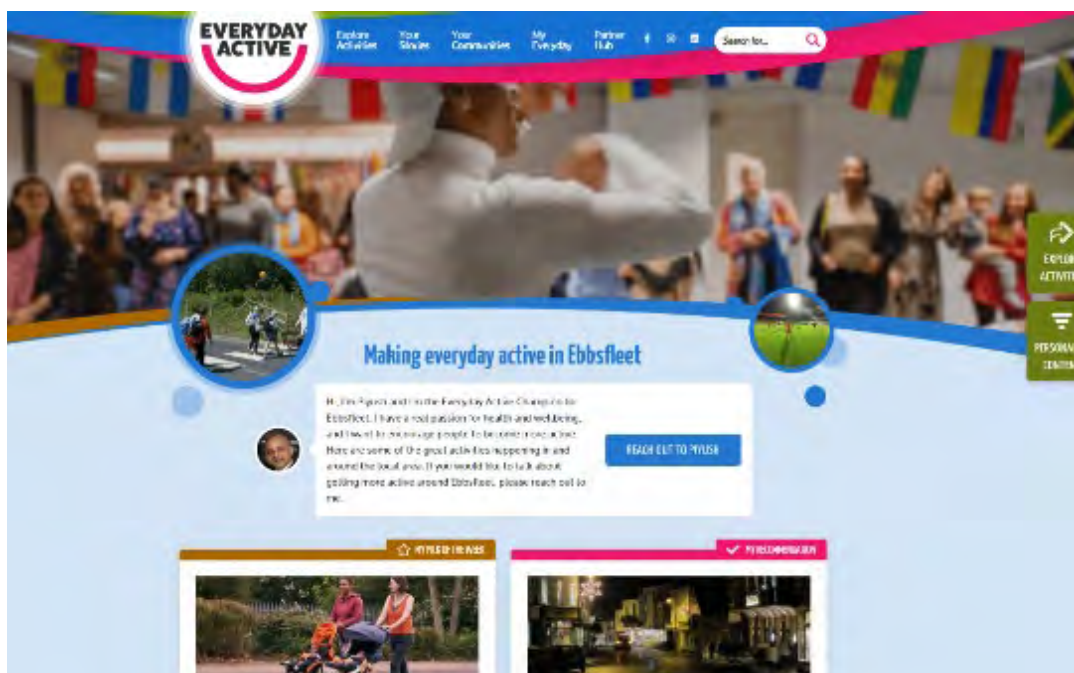
- 4.2. The Ebbsfleet young person's Design Group ran an intensive week-long session over the Easter holidays at Eastgate. Working with architects Resolve Collective, the group started construction of a bespoke play area using recycled materials from construction sites. The week follows several months of learning, consultation with young people in Ebbsfleet. It is hoped that the play area will be installed somewhere in Ebbsfleet over the Summer.



Images of members of the Ebbsfleet Design Group constructing their ideal play area.

- 4.3. EDC have worked with Active Kent and Medway to launch a specific 'Everyday Active' for Ebbsfleet page to be hosted on their online platform this Spring. The programme aims to help people move more in their everyday life. Moving more every day can help prevent many diseases (including some cancers), reduce the risk of serious health problems, manage long term health conditions and improve mental health. Whether it's walking, dancing, gardening, housework, online exercise classes, or team sports like walking football or walking netball, keeping active can improve mood, energy, sleep and overall wellbeing. The platform is a simple way of finding low cost, inclusive activities taking place in the local area.

Local groups and organisations can also reach out to the Everyday Active Champion, who is a resident volunteer in Ebbsfleet if they have something they would like to add to the community page. It is encouraging to see volunteers emerging in the garden city who are keen to take a lead in an initiative like 'Everyday Active' acting as the champion across the area.



Example of a page from the 'Everyday Active' platform, which will have a specific Ebbsfleet page to be launched later in the Spring, championed by a local volunteer.

- 4.4. During April – EDC along with Ecologists working in Ebbsfleet hosted a bat walk with more than 35 residents, the ecologists explained how the parks and open spaces have created habitats that support a wide range and species as well as bats, herons, water birds and a peregrine falcon were spotted.



Images of residents attending the first Ebbsfleet Bat Walk.

- 4.5. To the end of March 2025, the Education Outreach programme, delivered by Construction Youth Trust (CYT), exceeded their engagement targets for the 24/25 year, reaching 2,172 students in 13 schools (against a target of 1,200 students in 12 schools). CYT staff spent 73 hours in schools, with volunteers from industry giving a further 72 hours.
- 4.6. Along with CYT's successful programme, EDC staff also visited secondary schools in the 2 Boroughs to support career development and particularly focusing on the built environment sector. For the April 24-March 25 period, EDC staff gave 258.5 hours support to young people in schools, colleges and hosting sessions and work experience at The Observatory.
- 4.7. Following the successful pilot during February half term where EDC funded and hosted a new careers service at the Observatory, local Community Interest Company 'Young Mambos' delivered additional sessions during the Easter break. The pilot sessions resulted in a 100% take up of slots (x24). The service offers young people 30minute 1-2-1 advice with qualified careers advisers, to assist them with CVs, interview techniques and applications for jobs, universities or apprenticeships.
- 4.8. North Kent College hosted the Kent Further Education Skills Competition – Trades - on 5th March 2025. EDC supported with £1,500 and Ebbsfleet's supply chain also helped: Flahive Brickwork donated 2 pallets of bricks; Chartway donated timber and Erith Construction donated 8 £25 Screwfix vouchers as prizes for the winning students. Students from brick, carpentry, painting and decorating took part, from all 3 Kent-based FE Colleges. Images below from the competition:



Images from the Further Education Skills Competition

- 4.9. The Ebbsfleet Apprentice Mentoring Programme for this year's apprentice cohort launched in March, with 6 mentors recruited and trained to support the apprentices in the scheme. Some of the group then went onto Chartway's Parcel 5B in Alkerden to learn about the sustainability measures being used in the construction of the new homes. Apprentices heard about the advantages to new residents from having air source heat pumps, wastewater recovery systems and PV panels installed during the build.



Ebbsfleet
Apprentices
visiting the
Chartway site.

- 4.10. The EDC funded Employability Programmes for local residents wishing to upskill and work in the sector were successfully delivered during the period. Hosted by local construction company O'Halloran & O'Brien (OHOB) at their Gravesend training academy, 2 week-long programmes assisted 16 local people to achieve the necessary health and safety and CSCS cards required to work on construction sites. Candidates also received vehicle marshalling training. 9 successful candidates moved straight into employment following the courses, with 7 being employed directly by OHOB/Keady on their Kent sites.

Comment from a candidate:

The course and training were first class. Our tutors Michael and Charlie were exemplary and motivating, as were all the wonderful staff I encountered during the time there. The fact that the academy is also an active working depot made a difference too. It's a much better environment compared to just being in a classroom.

Comment from the trainer at the academy:

Professionalism and teamwork were consistently displayed, with all candidates maintaining a positive, can-do attitude throughout the training. This approach not only made them valuable assets to the course but also ensured they were fully prepared to transition seamlessly into the workplace.

- 4.11 EDC have committed to fund the 'Get Active in Ebbsfleet' challenge on the Betterpoints app for a further year, taking it into its 7th year for the Dartford, Gravesham and Swanley area. To celebrate the programme extension, we ran a prize draw which gifted £100 in Betterpoints and a folding e-bike.



Local winners of the Betterpoints Challenge

Chris from Northfleet won £100 in BetterPoints, and this is what she said about how the app has helped her to be more active despite health issues:

"I have osteoporosis and it's at a very bad stage now. Last year I was only managing short walks, but my rheumatologist told me walking would strengthen my bones and help with balance issues, so I try to get at least 45 minutes of walking on most days. An added bonus is it helps with my mental health, and I get to see nature, which I love".

Adefunke from Dartford won the folding e-bike and is looking forward to it being delivered very soon.

"Since I started using BetterPoints, my physical activities have changed so much that I always find a reason to walk rather than driving or going by bus. It has improved my tenacity to walk long distances, which I could not do before. My journey with BetterPoints started like a game and I thought I would soon get tired of it. Yet I'm still looking forward to every opportunity to walk instead of taking the bus or cab. I've never regretted that decision to date. I'm glad my decision has paid off with the folding e-bike gift. I can't wait to start with my rides. Thank you BetterPoints!"

- 4.12 Betterpoints marked 'Walk to Work' day on the 31st of March and ran an initiative called 'March Madness' which encouraged participants to complete a quick survey with the opportunity to win 25,000 BetterPoints.

5.0 Events and activities delivered directly by EDC for the benefit of residents in Ebbsfleet and neighbouring communities.

- 5.1 EDC have continued our series of community Drop-ins across Ebbsfleet and surrounding neighbourhoods. During this period, Drop-ins were held in Alkerden and Ashmere. Both were attended by local residents interested in getting involved in their local community and asking planning related questions.



Images showing promotion of the Ebbsfleet drop-ins at local marketing suites.

- 5.2 EDC have reached the final stages of consultation on the refreshed Cultural Strategy for Ebbsfleet. Input has been sought from residents, cultural organisations, practitioners and cross-sector stakeholders and the final document will be published by the end of April.



Cover of the forthcoming Ebbsfleet Cultural Strategy, due to be published later in Spring.

6 Forward Look

- 6.1 EDC are supporting Blueprint Arts and the Creative Exchange to deliver an event on 12th July in Cable Wharf. Focusing on the history of Rosherville Gardens the event will include workshops, music and circus displays. In addition to the event EDC have secured funding from Keepmoat to deliver talks and tours on the history of the area, oral history training for young people and residents and workshops with Rosherville Primary to develop history resources for their and other local schools.
- 6.2 EDC have worked with GBC to secure £1,000 funding from Active Kent and Medway for Gravesham Community Leisure Limited to run a weekly 'Park Fitness' Bootcamp session in Ebbsfleet starting from the end of April. The sessions will be free to local residents and aims to targets residents of all ages, including students from Ebbsfleet Academy. They will run in a local park and include a range of strength and cardio exercises aiming to increase the level of participation in sports and physical activity in the local area.
- 6.3 EDC will launch a challenge via the Betterpoints is across May to align with National Walking Month. All users who register a walk or wheeling activity within the Ebbsfleet award zone throughout the month will earn 150 extra points.
- 6.4 EDC has been working with the Lawn Tennis Association (LTA) to launch Park Tennis in Ebbsfleet. The sessions will start in May at the courts in Castle Hill and will be free to all local residents. Park Tennis is a national initiative, funded by Barclays and overseen by the LTA and provides the opportunity for anyone to turn up at a local court – no matter their age, background or ability – and play tennis for free. The sessions are led by 'Activators' – local residents. Three Activators have been recruited and trained to deliver the weekly sessions in Ebbsfleet.
- 6.5 EDC are submitting a grant application to Cycle UK to bring the Big Bike Revival programme to Ebbsfleet again. The programme aims to create behaviour change. We will be delivering 5 bike repair events across the Garden City and 2 led rides. Last summer we repaired over 30 bikes getting people back on their bikes helping to increase the physical activities of residents.

Ebbsfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Finance, Operations & Programme Report as at 31 March 2025

Paper Number: EDC 025/031

Presented By: Gerard Whiteman, Director of Corporate Services

Sub Committee: Not Applicable

Purpose of Paper and Executive Summary

To inform the Board of the draft 2024/25 budget outturn position and the indicative budgets for 25/26 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 INFORMATION

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

Annexes

Annex A – draft Revenue budget for 2025/26

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 outturn for the year (subject to audit) together with workforce and other operational issues as at 31st March 2025. It also sets out the indicative budgets EDC are operating to for 25/26, in anticipation of a formal budget notification from MHCLG.

2. 2024/25 Revenue (RDEL) Budget & Draft Outturn

- 2.1 EDC's revenue (RDEL) funding allocation from MHCLG for 2024/25 was £6 million (the same amount as for the last three financial years) with no provision for any inflation-based increase. This covers both Admin and Programme expenditure.
- 2.2 The £6m RDEL allocation was 'net' and did 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. 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 31st March 2025 was approved by MHCLG. RDEL income generated for 24/25 was c.£0.87m, and in addition, we utilised a further c.£0.4m of surplus receipts that were carried forward from previous years. This together with the MHCLG funding enabled a total draft gross revenue spend for 24/25 of c.£7.3m (subject to audit) as detailed in Annex A.

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 We reported to Board in January a forecast for the full year capital spend at £16.34m, however, as at year end, the draft outturn for 2024/25 (subject to audit) now reflects a total CDEL spend of £14.4m.
- 3.3 The overall CDEL programme is monitored under five activity headings. These are listed in Table 1 below along with the 2024/25 actual spend breakdown.

Table 1 – 2024/25 Capital Expenditure

Project Area	2024/25 Draft Outturn* (£m)
Ebbfleet Central	4.50
Northfleet Riverside	0.45
Transport and Utilities	4.62
Civic	4.79
Stewardship / Other	0.04
Total	14.40
2024/25 Budget (excluding receipts)	26.08
Variance - Over/(underspend)	(11.68)

**Numbers are subject to audit*

3.4 The reduction in spend from the £16.34m forecast outturn most recently notified to Board in January 2025 is mainly due to:

- Ebbfleet Central work de-scoped/paused due to decision on route forward;
- Billing of Ebbfleet Green activity/ progress by developer coming in lower than contractor's cashflow forecast.

4. 2024/25 Programme Expenditure – Revenue (RDEL)

4.1 The available programme revenue budget (included within the overall RDEL budget) for 2024/25 was £1.4m.

4.2 At year end, the draft outturn for 2024/25 was £1.3m.

4.3 As above, the RDEL programme is monitored under five activity headings. These are listed in Table 2 along with the 2024/25 actual spend breakdown.

Table 2 – 2024/25 Revenue Expenditure

Project Area	2024/25 Draft Outturn* (£k)
Ebbsfleet Central	52
Northfleet Riverside	8
Transport and Utilities	175
Civic	809
Stewardship / Other	261
Total	1,305
2024/25 Budget	1,423
Variance - Over/(underspend)	(118)

**Numbers are subject to audit*

4.4 The reduction/difference in spend from £1.43m forecast in January 2025 was mainly due to:

- Unutilised contingency;
- Reduced legal fee expenditure against forecast for several projects.

5. 2025/26 Indicative Budget – Revenue (RDEL)

- 5.1. As part of the SR process, the Corporation requested a Revenue (RDEL) budget of £6.5m for 2025/26. Indications from MHCLG (not yet formally confirmed) are that this value can be used as a working allocation whilst awaiting formal confirmation..
- 5.2. As total gross revenue expenditure for 25/26 is forecast to be £7.5m, EDC will again require MHCLG approval to utilise in-year RDEL receipts (£0.55m) together with £0.453m of unutilised receipts from previous years to fund the budget shortfall.
- 5.3. A draft 2025/26 revenue budget has been included as Annex A to this report.

6. 2025/26 Indicative Budget - Capital

- 6.1. Following the initial SR bidding process across the late summer and autumn of 2024, an indicative capital (CDEL) budget request of £37.49m was initially submitted to MHCLG.

- 6.2. In January 2025, Board were informed that the latest CDEL forecast for 25/26 was more likely to be in the region of £28.11m, reflecting further refinements to project activity and spend profiles. MHCLG are aware of the latest spend predictions and the revised forecast outturn will be adjusted later in 25/26 as part of fiscal monitoring processes. However, until that adjustment is formally recognised, we will continue to report to MHCLG against the £37.49m.
- 6.3. A breakdown of the forecast expenditure can be found below in Table 3.

Table 3 – 2025/26 Capital Forecast

Project Area	2025/26 Indicative Budget Allocation (£m)	2025/26 Revised Forecast Outturn (£m)
Ebbfleet Central	13.68	10.26
Northfleet Riverside	1.61	1.20
Transport and Utilities	9.09	6.82
Civic	12.91	9.68
Stewardship / Other	0.20	0.15
Total	37.49	28.11

7. 2025/26 Programme Revenue Forecast

- 7.1. As set out earlier in this report, the indicative RDEL budget for 2025/26 is £6.5m, with £1.4m of this being earmarked to cover programme activity that isn't funded by CDEL.
- 7.2. A breakdown of the current forecast RDEL programme expenditure can be found below in Table 4.
- 7.3. The forecast outturn of £1.334m makes allowances for contingencies and 'spend at risk'.

Table 4 – 2025/26 Programme Revenue Forecast

Project Area	2025/26 Indicative Allocation (£k)	2025/26 Forecast Outturn (£k)
Ebbfleet Central	0	4
Northfleet Riverside	0	0
Transport and Utilities	268	150
Civic	913	900
Stewardship / Other	220	280
Total	1,401	1,334

8. Programme Level risks

8.1. The key current financial/budget risks to the programme are:

- No formal budget allocation as yet confirmed for the current year (25/26) or proposed subsequent longer SR period, which means that EDC is unable to commit to projects or contracts which extend beyond the current financial year.
- Delay in approval of Business Cases and other important project decisions by MHCLG/HMT could result in failure of the programme to deliver according to profile.

9. Health and Safety

9.1. The information in Table 5 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 5: 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	-

9.2. Table 6 provides a record of incidents across the EDC owned assets:

Table 6: Summary of incidents at EDC owned assets in the last reporting 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
Ebbsfleet Central – Blue Lake	0	0	Trespass and fence damage	Fence repaired - Ongoing security

10 Staffing Structure and Recruitment

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

10.2 A permanent Senior Planning Officer has been recruited to replace a vacant post, hence one of the temporary agency planners has been released.

- 10.3 Pre-employment checks are under way for 3 roles being Head of Development (Ebbsfleet Central), Transport Project Manager, and a Senior Development Surveyor.
- 10.4 We also have some recruitment campaigns under way, or about to launch, being: Principal Planner (Ebbsfleet Central Project), Summer Intern (Placemaking Team), and Pre-Construction Services Manager.
- 10.5 The headcount as at 31st March 2025 is 53.3 FTE.

11 Procurement Policy – “Works” update

- 11.1 At the November 2024 Board meeting, Board approved some revisions to our Procurement Policy including one that allowed “works” to be carried out, up to the value of £50k, with a requirement that only one quote was needed.
- 11.2 Board requested that an update be given to the May 2025 Board meeting informing them of how many ‘works’ procurements had occurred at or below the £50k threshold since November 2024. As at the time of writing (late April), we can confirm that no ‘works’ contracts have been let at £50k or less.

Budget Heading	Full Year Budget	Full Year Outturn		Full Year Variance	Indicative Budget	Comments
	2024/25 £	Month 12 25 £	Mar 25 £	Month 12 Mar 25 £	2025/26 £	
Board Fees						
Chairman	28,000	28,000		(0)	28,000	
Other Board Members	84,000	66,000		(18,000)	84,000	
Independent Members (Planning Committee)	10,000	5,000		(5,000)	10,000	
Employer's Oncosts - Board Members	6,670	5,585		(1,085)	10,500	
	128,670	104,585		(24,085)	132,500	
Employee Salary Costs						
CEO Team	308,780	283,275		(25,505)	290,355	
Projects & Development Team	343,750	315,420		(28,330)	363,055	
Infrastructure & Enabling Team	293,900	290,545		(3,355)	315,880	
Planning & Place Team	1,142,200	1,112,335		(29,865)	1,214,110	
Corporate Services Team	713,050	653,550		(59,500)	648,815	
Employer's NICs	317,600	301,905		(15,695)	389,320	
Employer's Pension Contributions	585,100	572,280		(12,820)	620,255	
	-				-	
Performance Related Pay	60,000	49,520		(10,480)	68,000	
	3,764,380	3,578,830		(185,550)	3,909,790	
Interim/ Agency Staff Costs	255,000	301,020		46,020	150,000	
External HR and Payroll	26,000	6,935		(19,065)	26,000	
	281,000	307,955		26,955	176,000	
TOTAL PAY COSTS	4,174,050	3,991,370		(182,680)	4,218,290	
Premises Costs (Owned/Leased/Temp Usage)	302,000	290,905		(11,095)	302,000	
	-	-				
ICT	300,000	386,330		86,330	300,000	
Office Equip/ Consumables / Stationery / Postage	30,000	15,410		(14,590)	30,000	
Corporate Legal Support	20,000	10,065		(9,935)	20,000	
Other External Support to Corporate Services	55,000	71,180		16,180	55,000	
External Audit (National Audit Office)	60,000	80,000		20,000	65,000	
Internal Audit (Government Internal Audit Agency)	25,000	26,710		1,710	35,000	
Insurance	45,000	66,640		21,640	70,000	
Comms/ Business Engagement	60,000	53,725		(6,275)	60,000	
Travel & Subsistence	26,000	20,815		(5,185)	26,000	
Vehicle hire	10,000	7,650		(2,350)	10,000	
Recruitment Advertising	15,000	35,690		20,690	15,000	
Training	55,000	35,600		(19,400)	50,000	
Corporate memberships	25,000	11,580		(13,420)	20,000	
Other Staff Costs (Prof Subs/PPE etc)	40,000	6,515		(33,485)	20,000	
External support to Planning Service	250,000	256,130		6,130	290,000	
CSR/ Business Plan / KPI Monitoring	40,000	36,135		(3,865)	20,000	
Bank Charges	2,000	1,750		(250)	2,000	
Expenditure Funded by Ext Grants & Contribs	-	51,060		51,060		
TOTAL NON-PAY COSTS	1,360,000	1,463,890		103,890	1,390,000	
Programme Revenue	1,422,950	1,312,190		(110,760)	1,334,205	
Estate & Asset Management Costs	500,000	499,040		(960)	565,000	
TOTAL EXPENDITURE	7,457,000	7,266,490		(190,510)	7,507,495	
Income from Central Area & Other Owned Sites	(425,000)	(504,350)		(79,350)	(265,000)	
Planning Fees Income	(300,000)	(269,095)		30,905	(290,000)	
Other Income		(32,680)		(32,680)	-	
Other Income External Grants & Contribs		(64,370)		(64,370)	-	
Other Income / Receipts Rolled Forward	(732,000)	(395,995)		336,005	(452,495)	
	-					
TOTAL INCOME	(1,457,000)	(1,266,490)		190,510	(1,007,495)	
Net Expenditure	6,000,000	6,000,000	-	0	6,500,000	

Ebbfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Development, Infrastructure & Enabling Update

Paper Number: EDC 025/032

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

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 March 2025.

Development Projects

3. Ebbsfleet Central

- 3.1. The Outline Business Case (OBC) for the Phase 1 element of the project was approved by MHCLG in February 2025.
- 3.2. The master plan and associated infrastructure scope of works detailed within the OBC is being reviewed to ensure this can be delivered in phases or as whole, pending outcome of the second stage spending review process where Departmental settlements are expected by the government in mid-June.
- 3.3. In addition to reviewing the masterplan and infrastructure scope of works, the focus of work in the last reporting period has been on finalising the Area Masterplan, Design Code for Phase 1 and the Sitewide Strategies (to the extent it is efficient and appropriate to do so alongside the masterplan and infrastructure scope of works review process referred to above) alongside preparing for Stage 1 Contractor Procurement for the revised infrastructure scope of works.

4. Northfleet Embankment East

4.1. The procurement of a technical consultant to support the programme of further technical investigations required to deliver a robust Remediation and Earthworks Strategy for the site, and to ensure a more robust cost estimate,

has now completed and work has commenced to review existing site investigation data and site information to inform any further site investigations required.

5. Ebbsfleet Green Community Buildings

- 5.1. Construction work is progressing as planned. The concrete elements of the Weldon Wellbeing Pavillion sports facility, adjacent to the Spring River pub, have been completed and the installation of the cross laminated timber (CLT) structure is underway with progress shown in Figure 1 below. Following installation of the site drainage, works to form the pitches is due to commence in May.

Figure 1: Weldon Wellbeing Pavillion



- 5.2. The windows and doors are being installed at the Weldon Heart community facility next to the Ebbsfleet Green Primary School. The building will soon be weathertight with internal works underway.
- 5.3. The Ebbsfleet Garden City Trust is making preparation for opening the Weldon Heart facility at the end of the summer.

Infrastructure and Enabling Projects

6. Springhead Bridge

- 6.1. The road resurfacing and Principal Inspection remedial works are now complete. A further site visit with KCC Transport and Structures

representatives is scheduled to review and formally sign off the finished works to enable KCC to close out their Health and Safety File and then issue the relevant Certificate of Construction Compliance to EDC.

7. Northfleet Waste-Water Treatment Works

- 7.1. Meeting held with Southern Water early April 2025 to discuss progress following a 4-day design workshop with their professional services contractor. Utilisation of the original Option B design has been agreed, and financial approvals and stage 1 contract negotiations are set to be concluded end of June 25. Delays in the procurement process has led to a slip in the proposed programme with construction commencing in 2027 and construction completion in 2029. Southern Water confirmed that although the Northfleet growth scheme was still within their approved AMP8 (Asset Management Plan) funding, they were looking to move the application of the MBBR (Moving Bed Bio Reactor) technology into AMP9. Southern Water have noted that the additional extra odour control scope remains the same and covers early treatment stages so will not be affected by this change.
- 7.2. Work continues on preparation of a new grant agreement with Southern Water to cover design work on the 'extra-over' odour works.

8. Electricity Supply Infrastructure

- 8.1. Construction of the new Northfleet Embankment Primary Substation is progressing well. The main reinforced concrete substructure/superstructure works are now complete and the installation of 11kV substation foundations and switchgear are planned for the next phase.
- 8.2. Collaborative design reviews continue on the 33kV cable routing, with agreement reached on the concept design for the Ebbsfleet Central substation. A number of meetings have been held between relevant stakeholders over consents and legal requirements along with construction compound locations and access/egress minimising car park disruption. UKPN focus will remain on the detailed design, engagement and associated legal permissions for the 33kV cable routing for both substations including the utilisation of the HS1 culvert.
- 8.3. UKPN are now progressing with the detailed design phase for the Ebbsfleet Central primary substation. The noise survey has been completed and UKPN are close to submitting a pre-application to consult on the visual impacts and design specification required for enclosed and open transformers.

9. Fastrack - Bean Tunnel

- 9.1. KCC have notified us that planning permission has been granted incorporating pre-commencement conditions has been received. KCC's contractor

procurement is underway with invitations to tender issued and tender negotiations now ongoing. KCC estimate contract award being June 2025 to enable a construction start for late Summer / early Autumn. Discussions regarding the required revisions to the legal agreements continue but all must be finalised ahead of any contractor award.