



# BUSINESS PLAN

2025/26



**Ebbfleet**  
DEVELOPMENT CORPORATION



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# Introduction

This Business Plan for 2025/26 sets out our plans for the year ahead, the first year of both our new Corporate Plan period and also the Government's next Spending Review settlement period. It sets out the key actions we are committing to for the year and the key performance indicator targets we will report against. It also provides details of our Board, management structure, our budget, and a summary of key risks.

April 2025 marks ten years since Ebbsfleet Development Corporation was established, and over this period we have made significant progress toward the overall aim to create a new community at Ebbsfleet with up to 15,000 new homes. There are now 5,000 new homes in Ebbsfleet, and we have worked hard to ensure that each new garden city neighbourhood is of the highest quality. There are three primary schools with two more under construction, and in September the first pupils will start at the new Alkerden education campus before a full opening in 2026. This year, with funding provided by EDC, two new community buildings will open at Ebbsfleet Green, and there will be a start on the Alkerden Hub which will provide a mixed-use community facility at the heart of Whitecliffe. There is a growing, vibrant community in Ebbsfleet, and our annual residents' survey tells us that this is a place where people really enjoy living.

However, whilst there has been strong progress since EDC was established we know there are areas where the pace of delivery needs to increase, and this will be a key focus for us in the year ahead. We will take forward our plans for Ebbsfleet Central, the commercial and civic heart of the garden city, and the thousands of new homes and jobs this will unlock. Our Northfleet Embankment East employment site scheme will progress, unlocking further jobs, and the new all-electric bus fleet will be in operation across the Fastrack network providing connections across North Kent. There will also be progress against other important proposals including creation of a new waterside park at Blue Lake, and re-use of vacant land adjacent to Northfleet Station to create a new youth development and support facility, together with small business units that help to stimulate employment and growth in the local economy.

We have an ambitious set of targets for the period, and over this and the following years there will be a step change in development as we continue on our journey towards the 2035 vision for Ebbsfleet.

Delivery of this vision is a shared endeavour, and we will continue our close partnership working with our Government sponsor, the Ministry of Housing, Communities and Local Government (MHCLG), local authorities, the Ebbsfleet Garden City Trust, health partners, landowners, developers, local businesses and the voluntary and community sectors. We could not achieve our plans without the excellent support of our partners.

Finally, I would like to thank the Board of the Corporation for their insight and support. Simon Dudley, the Chair of the Board since 2021 comes to the end of his term in July, and on behalf of the staff I would like to record our thanks to Simon for his leadership over the last four years.

Ian Piper, Chief Executive

# Our key actions for the year

By the end of March 2026 we will have:

- Prepared reserved matters applications for the initial infrastructure works packages for Ebbsfleet Central Phase 1, progressed detailed design of the enabling and infrastructure works for the first phase towards RIBA Stage 3 (spatial co-ordination) and completed the first of the two-stage contractor procurement process ready for commencement of the Pre-Construction Services Agreement work programme with the appointed contractors;
- Established a robust remediation and de-risking strategy for the Northfleet Embankment East site and prepared and submitted an Outline Business Case for the project;
- Prepared and submitted a Strategic Outline Case for Ebbsfleet Central West and progressed work on the preferred way forward;
- Prepared and submitted a Strategic Outline Case for the proposed Health and Wellbeing Hub;
- Completed the required legal agreements to facilitate a start on site of the Alkerden Community Hub works;
- Achieved further progress on a number of community facilities including completing RIBA Stage 2 (concept design) for the land and buildings adjacent to Northfleet Station and at Castle Hill Block D;
- Achieved further progress on a number of sustainable transport projects including submitting the Strategic Outline Case for Ebbsfleet Gardenway, commencing implementation of a new approach to 'wayfinding' and signage, and enabling the next phase of the Ebbsfleet Gateway planting scheme;
- Concluded all works and agreements to facilitate KCC adoption of Springhead Bridge;
- Reached agreement with Southern Water for the basis of investment by EDC to secure 'extra over' odour controls at the existing Northfleet Waste Water Treatment Works as part of their overall improvements works;



- 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;
- Successfully delivered our annual programmes of activity in respect of Inclusive Growth, Community Development, Arts & Culture and Environmental Sustainability, achieving the stated project outputs;
- 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;
- Implemented and embedded the new requirements of the Procurement Act 2023;
- Put into place arrangements that enable us to efficiently call off technical and other specialist services to support us in our project delivery;
- Continued to develop our organisational effectiveness through implementing our organisational development action plan for 2025/26, and ensuring we have the right skills and capacity within our staff team to deliver our work programme; and
- Published a new corporate plan that sets out our medium-term commitments following the outcome of the Government's Spending Review process.



# How we will measure our performance:

KPI	Description	2025/26 Target
Housing delivery	Number of new homes completed	565
Quality of homes and neighbourhoods	Of the homes consented through reserved matters approval or full planning permission, percentage that have passed the Building for a Healthy Life assessment	100%
Diversification of Housing	Number of homes completed that contribute to a more diversified housing mix	65
Affordable Homes	Percentage of all new homes completed that meet the definition of 'Affordable' according to current planning regulations Note: the target for Ebbsfleet overall upon completion is 30%	20%
Parks, Open Spaces and Recreation Areas	Amount of new or improved parks, open spaces and recreation areas completed during the year in the Ebbsfleet urban development area	9.5 hectares
Investment in Social and Community Infrastructure	Value (£) of investment in social and community infrastructure in the financial year	£60m

# How we will measure our performance (continued):

Sustainable transport investment	Value (£) of sustainable transport investment	£18m
Private sector investment	Value (£) of private sector investment	£200m
Employment creation	Number of construction job opportunities enabled through investment in the Ebbsfleet urban development area	1,000 construction jobs
Community Participation	<b>Community Sentiment</b> Percentage (%) of residents of the new neighbourhoods within the urban development area responding to EDC's residents' satisfaction survey believe there is a strong sense of community feeling in their neighbourhoods	80%
	<b>Community Involvement</b> Percentage (%) of residents of the new neighbourhoods within the urban development area responding to EDC's residents' satisfaction survey say that they get involved in community activities	25%

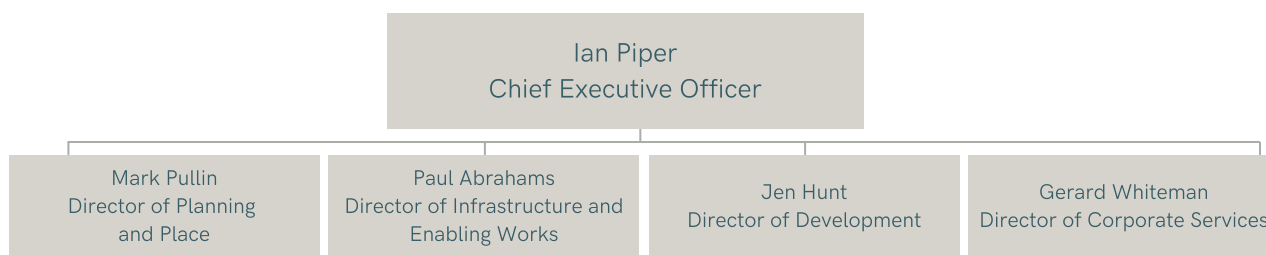
# Our people and budgets:

The EDC Board is Chaired by Simon Dudley.

The Board members and their current terms of office are set out below.

Name	Appointment End Date
Simon Dudley, Chair	20 July 2025
Simon Blanchflower CBE	19 July 2025
Cllr John Burden	14 April 2027
Neil Cameron KC	14 February 2027
Cllr Jeremy Kite MBE	20 April 2027
Fred Maroudas	19 July 2025
Kent County Council Representative	Vacant
Valerie Owen OBE	19 July 2025
Ian Piper (EDC CEO)	Permanent appointment as EDC CEO
Nick Shattock	31 August 2026

EDC is headed by the CEO and organised around four directorates as follows:



EDC's permanent headcount for 2025/26 has been budgeted based on c.53.5 posts, with some being charged to our capital budget, and with additional specialist support from external contractors as required including project managers and legal advisors.

The majority of our work is cross-cutting, with delivery through project teams that involve staff from across the Corporation – often also including partner organisations.



# 2025/26 budget summary:

## Revenue Funding

Based on the confirmed allocation of revenue funding from our Sponsor Department (MHCLG), it will be utilised according to the following initial distribution:

Pay	£4.2 m
Non-Pay	£1.4 m
Programme – Project feasibility	£1.4 m
Estate Management	£0.5 m
<b>Total</b>	<b>£7.5 m</b>

This is funded by:

- MHCLG allocation of £6.5 million
- Revenue receipts of £1.0 million

## Capital Funding

Our forecast capital expenditure for the year is £37m . This is funded by:

- MHCLG allocation of £30.9 million
- Capital receipts of £6.1 million



# Risk management:

The Corporation has a Risk Management Strategy that defines the procedures, tools and processes to manage risk. The key elements of the risk management arrangements are:

- Responsibility for the management of risk across the Corporation rests with the Chief Executive, with oversight from the EDC Board;
- The EDC Board owns and approves the Risk Management Strategy, reviews the Corporate Risk Register periodically and sets the risk appetite for the Corporation;
- The Audit & Risk Assurance Committee is responsible for assessing and challenging the overall effectiveness of the risk management processes;
- Individual project risks are reviewed by EDC's Project Boards; and
- A Risk Sub-Committee comprising EDC officers meets regularly to review risks and consider mitigations.

**A summary of EDC's top risks as at April 2025 is as follows:**

Strategic Risk	Summary of EDC mitigations
There is a risk that the required investment in Ebbsfleet Central is not available and the project does not progress. This would result in material detriment to achievement of the overall vision for Ebbsfleet.	<ul style="list-style-type: none"><li>• Preparation of a well-researched and robust business case which sets out clear a clear and compelling strategic rationale for public investment.</li><li>• Co-ordinated engagement with departments across government and relevant subject matter experts.</li></ul>
There is a risk that the provision of social, community, economic and transport infrastructure and public services fails to keep pace with the growing population, resulting in a lowering of resident satisfaction levels.	<ul style="list-style-type: none"><li>• Ensuring strong and effective relationships are maintained with essential partner organisations with responsibility for delivering the wide range of services required to support the growing community in a timely manner, together with targeted investment by EDC to enable and speed up delivery of the required vital infrastructure and facilities.</li></ul>
There is a risk that changes in market economics, either construction costs or demand for housing, causes significant challenges to the viability of development, with the effect delivery of new homes and/or supporting facilities is slowed significantly.	<ul style="list-style-type: none"><li>• Close monitoring of cost and value trends, and regular engagement with developers and suppliers to gauge market sentiment to provide early warning of potential issues.</li><li>• Consider alternative housing types and tenures to build more resilience to changing market demand, and undertake appropriate value engineering exercises where required to manage costs effectively.</li></ul>



