

Ebbsfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Chief Executive's Part One Update

Paper Number: EDC 025/038

Presented By: Ian Piper, CEO

Sub Committee: Not Applicable

Purpose of Paper and Executive Summary

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

EDC Business Plan & KPIs

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

**Recommendation
FOR INFORMATION**

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

Annexes

Annex A: Q1 Performance Report (Business Plan Key Actions and KPIs)

Annex B: Summary of the results of the 2025 Board Effectiveness Review

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. A member of staff was injured when they were moving items from our external storage facility and a loaded trolley ran into the back of their leg. It was examined by their GP and some minor treatment provided to ease the pain and swelling. We have reviewed the risk assessment and relevant practice as a result.
- 1.2. As the hot weather has arrived, we have seen an increase in the number of incursions onto our land, particularly Blue Lake. As a result we have stepped up security measures.

2. Governance

- 2.1. This is the last meeting of our Chair, Simon Dudley, as his term comes to an end later this month after 4 years leading the Board. On behalf of all of our staff, and myself in particular, I would like to thank Simon for his commitment, leadership and support over that time. Simon has always been available to support me and the team with meetings outside of the board cycle and has been a great advocate and champion for the work of the Corporation.
- 2.2. On a personal level, I am grateful to Simon for his advice and wise counsel. Many thanks from all of us.

3. Spending Review, Business Plan and Corporate Plan

- 3.1. The Corporation has received its formal budget confirmation and delegation letter covering the financial year 2025/26. The allocations are as expected. Also within the letter is confirmation that the Board's delegation to approve capital expenditure has increased from £10m per project to £30m per project. The delegation for revenue expenditure remains at £500k per project.
- 3.2. The Chancellor announced the Spending Review settlements for Departments on 11 June. There were major announcements on funding for Affordable Housing, the National Housing Bank and the National Housing Delivery Fund. Following these Departmental level settlements, MHCLG will be required to allocate funding to their priorities, including Ebbsfleet Development Corporation. We expect to be informed of our settlement covering 26/27 – 29/30 in the coming months.
- 3.3. Following confirmation of our financial allocations for 25/26 we have now published the agreed Business Plan for the year.
- 3.4. As previously discussed and agreed with the Board and the Ministry, we will finalise the 2025-30 Corporate Plan once the financial allocations for the later years have been confirmed.

4. Quarter 1 2025/26 Performance Report

- 4.1. So far in the first quarter of the year there has been good progress against both the business plan key actions and KPIs.
- 4.2. Attached at Annex A is a report on our overall performance against key actions set out in our annual Business Plan for 2025/26, together with progress against the quantitative KPIs.
- 4.3. Highlights include:
- 117 home were completed in Q1, with 9 of these meeting the definition of our diversification KPI.
 - Work is progressing well on the Early Market Engagement phase of the Ebbsfleet Central contractor procurement, with the Invitation To Participate due to be issued mid-July 2025.
 - Good progress has been made on the Fastrack bus route through Whitecliffe to Bluewater, with an estimated date for the commencement of through services of late Summer 2025.
 - Our organisational development plan for the year has been agreed and actions have been set out.
- 4.4. Our regular monitoring processes have recently picked up that the developer at Cable Wharf has moved back completion of around 70 units into July 2026. As a result this creates a significant risk that we will not hit the target of 565 house completions this year, and consequently will also likely not meet associated KPIs i.e. Private Sector Investment and Employment Creation.

5. Board Effectiveness Review

- 5.1. We run a review of the effectiveness of the Corporation's Board each year as this is a Government requirement and it is also good practice. Earlier this month we ran an online anonymous survey for Board members, and there were seven responses from a possible nine. The results are summarised at Annex B for the Board to review.
- 5.2. Board will wish to note that next year there will be the requirement for the effectiveness review to be externally led; Cabinet Office requires all Government organisations including ALBs to run such a review every three years and our last external effectiveness review was in 2023.

2025/26 Corporate Performance Update – Quarter 1 (Progress to 30th June 2025)

The EDC's 2025/26 Business Plan set out a number of priority actions that the Corporation is seeking to deliver by the end of March 2026.

The table below reports on EDC's progress against each of these priorities as at 30th June 2025.

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

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

Commitment By the end of March 2026, we will have:	Comments (Progress up to 30th June 2025)	RAG STATUS
Subject to approval of the Outline Business Case for Ebbsfleet Central Phase 1, submitted reserved matters applications for the initial infrastructure works packages, progressed detailed design of the enabling and infrastructure works for the first phase through to RIBA Stage 3 (spatial co-ordination), completed the first of the two-stage contractor procurement process and initiated the Pre-Construction Services Agreement work programme with the appointed contractors.	<p>The Outline Business Case was approved by MHCLG in February 2025.</p> <p>Following a review of the masterplan and associated infrastructure scope of works to ensure these can be delivered in phases or as whole, modifications are being undertaken to the design and planning proposals with a targeted completion in October 2025.</p> <p>The Early Market Engagement phase of the Contractor procurement process has been completed with a good level of interest registered. The Invitation to Participate is currently being drafted and is due to be issued mid-July 2025 to shortlist the Contractors to progress to the Invitation to Tender.</p>	GREEN

Commitment By the end of March 2026, we will have:	Comments (Progress up to 30 th June 2025)	RAG STATUS
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.	<p>Work to review the existing site investigation information for Northfleet Embankment East has concluded and the appointed consultant has now set out a scope of works for further site investigation, to enable the delivery of a robust remediation and de-risking strategy.</p> <p>This information will help inform the route forward for any future business cases.</p>	GREEN
Prepared and submitted a Strategic Outline Case for Ebbsfleet Central West and progressed work on the preferred way forward.	Work continues on the preparation of the Strategic Outline Case with a focus on determining scheme viability and defining the preferred role for EDC in order to realise the projects aims and objectives.	GREEN
Prepared and submitted a Strategic Outline Case for the proposed Health and Wellbeing Hub.	Work continues on the preparation of the Strategic Outline Case for the Health and Wellbeing Hub including assembling the evidence base and inputs required to support the case for investment.	GREEN
Completed the required legal agreements to facilitate a start on site of the Alkerden Community Hub works.	Drafting of all legal agreements between the relevant parties relating to the Alkerden Hub are being progressed.	GREEN
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.	<p>Land and buildings adjacent to Northfleet Station: RIBA stage 2 technical surveys and design is progressing, with work due to complete in late July 2025. Work to prepare for operator procurement is underway.</p> <p>Castle Hill Block D: A critical review of proposals and business plans have been undertaken. As a result, further work is underway to refine proposals, test the market and adjust the specification prior to undertaking further design work.</p>	GREEN

Commitment By the end of March 2026, we will have:	Comments (Progress up to 30th June 2025)	RAG STATUS
<p>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.</p>	<p>The next stage of grant funding is being drafted to enable KCC to procure works for the Ebbsfleet Gateway project.</p> <p>Both the Ebbsfleet Gardenway and Wayfinding projects are on hold until the new Transport Project Manager is onboarded.</p>	AMBER
<p>Concluded all works and agreements to facilitate KCC adoption of Springhead Bridge.</p>	<p>Site inspections have taken place following completion of minor road remedials to facilitate KCC sign off of S38 and S278 agreements. Principle Inspection items have been actioned, and we await KCC Structures site visit and sign off.</p>	GREEN
<p>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.</p>	<p>Discussions with Southern Water are ongoing regarding the prioritisation of their capacity upgrade works within the current AMP8 period.</p>	GREEN
<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>Planning performance in Q1 has exceeded the statutory targets. Engagement has taken place with developers across Ebbsfleet including those working on developments at Eastern Quarry, Harbour Village and Cable Wharf. The new independent Planning Committee members have been appointed.</p>	GREEN
<p>Successfully delivered our annual programmes of activity in respect of Inclusive Growth, Community Development, Arts & Culture and Environmental Sustainability, achieving the stated project outputs.</p>	<p>All projects have commenced, and a variety of events and outputs are planned throughout the year. In Q1, welcome events have been held at Springhead Park and Western Cross (Ashmere) and a drop-in session took place at Northfleet Railway Station. The first employability programme of the year ran in June, and the first grants have been awarded by the Place Partnership. Scoping has started on the Ebbsfleet River Habitat Management Plan and the Water Re-Use project.</p>	GREEN

Commitment By the end of March 2026, we will have:	Comments (Progress up to 30th June 2025)	RAG STATUS
<p>Continued to strengthen the reputation of the Corporation as an effective delivery organisation through engagement with community and corporate stakeholders, including attending events, speaking engagements, and industry networking to demonstrate the successes and work achieved.</p>	<p>The Corporation continues to attend community events and drop-in sessions with local stakeholders, and has engaged with opportunities to contribute to industry networking events and engagement, including UKREiF, MIPIM and the Academy of Urban Congress.</p> <p>A communications risk assessment log is maintained to monitor and manage responses to various risks, including supporting resident concerns and questions about life in Ebbsfleet.</p>	<p>GREEN</p>
<p>Implemented and embedded the new requirements of the Procurement Act 2023.</p>	<p>EDC's procurement policy is being updated to reflect the changes introduced by the Procurement Act 2023 (PA23). The updated policy is being reviewed by ARAC in July and will then be presented to Board in September 2025. Staff training on the implications of PA23 is scheduled for the Summer.</p>	<p>GREEN</p>
<p>Put into place arrangements that enable us to efficiently call off technical and other specialist services to support us in our project delivery.</p>	<p>A procurement process to appoint a single supplier for call-off comprehensive technical and professional design services is currently underway and due to complete in late Summer 2025.</p>	<p>GREEN</p>
<p>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.</p>	<p>Our organisational development plan for the current year has been finalised and includes a range of actions – with milestones - designed to assist our readiness for the next SR/corporate plan period, our ways of working, our staff engagement, learning & developing and also staff health & wellbeing.</p> <p>We have continued to recruit to EDC roles since the start of the year. Two summer interns have started, and this month we welcome a new Transport Project Manager and Principal Planner. Joining in August/September are a new Senior Development Surveyor and Head of Development – Ebbsfleet Central. Recruitment to the roles of Pre-Construction Services Manager and Business Support Officer – PMO is progressing.</p>	<p>GREEN</p>

Commitment By the end of March 2026, we will have:	Comments (Progress up to 30th June 2025)	RAG STATUS
Published a new corporate plan that sets out our medium-term commitments following the outcome of the Government's Spending Review process.	A Corporate Plan is substantially drafted and has been shared with the Board and MHCLG. As agreed, it will be finalised once the future years spending allocations are confirmed, and will then be submitted for Ministerial approval	GREEN

Table 2: Key Performance Indicators		
Category	2025/26 Measure and Target	Performance Summary at end of Q1
Housing Delivery	During the year EDC will facilitate 565 new home completions.	<p>NOT ON TARGET</p> <p>117 homes have been completed in Q1 at the following sites: -</p> <ul style="list-style-type: none"> • Ebbsfleet Green/Weldon – 3 • Harbour Village - 37 • Ashmere/Western Cross – 43 • Alkerden 5A – 25 • Alkerden 5B – 9 <p>Revised forecasts have been received from Keepmoat on their Cable Wharf site. Block C, which contains 70 apartments is now forecast for completion in July 2026. Other developer forecasts remain unchanged and so it is unlikely that this reduction in completions will be made up elsewhere.</p>
Quality of Homes and Neighbourhoods	100% of the homes consented through reserved matters approval or full planning permission, percentage that have passed the Building for a Healthy Life assessment.	<p>ON TARGET</p> <p>No reserved matters applications or full planning applications for residential development have been determined during Q1.</p>
Diversification of Housing	65 homes completed that contribute to a more diversified housing mix.	<p>ON TARGET</p> <p>9 Private Rented Sector (PRS) homes have been completed at Alkerden 5B and further completions are forecast during the year.</p>

Table 2: Key Performance Indicators		
Category	2025/26 Measure and Target	Performance Summary at end of Q1
Affordable Homes	<p>20% of all new homes completed that meet the definition of 'Affordable' according to current planning regulations</p> <p>Note: the target for Ebbsfleet overall upon completion is 30%.</p>	<p>ON TARGET</p> <p>9 affordable homes have been delivered at Ashmere in Q1.</p> <p>Following the receipt of the revised forecasting for Cable Wharf (as outlined in the first KPI above), we have reviewed the affordable housing forecast and this KPI remains on target.</p>
Parks, Open Spaces and Recreation Areas	<p>9.5 hectares of new or improved parks, open spaces and recreation areas completed during the year in the Ebbsfleet urban development area.</p>	<p>ON TARGET</p> <p>There has been no new or improved parks, open spaces and recreation areas completed during Q1, but we still expect the target to be reached with delivery expected later in the year.</p>
Investment in Social and Community Infrastructure	<p>£60m of investment in social and community infrastructure in the financial year.</p>	<p>ON TARGET</p> <p>During Q1, investment has taken place at Alkerden Education Campus, the Ebbsfleet Green Community Buildings and Rosherville Primary School. The level of investment is c. £16m and we are on target to reach £60m by year end.</p>
Sustainable Transport Investment	<p>£18m of sustainable transport investment.</p>	<p>ON TARGET</p> <p>The Fastrack bus route through Whitecliffe to Bluewater via Hedge Place roundabout will be completed by late Summer 2025.</p> <p>Based on this information and a review of the progress on the other elements which feed into this KPI, we are on target to reach £18m of investment this year.</p>

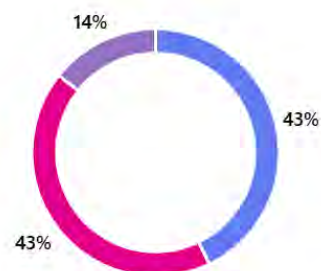
Table 2: Key Performance Indicators		
Category	2025/26 Measure and Target	Performance Summary at end of Q1
Private Sector Investment	£200m of private sector investment.	<p>NOT ON TARGET</p> <p>Based on the current calculations, we have delivered £48.2m of private sector investment so far this year.</p> <p>Due to the expected fall in the housing number for 2025/26, we will not meet the target of £200m of private sector investment.</p> <p><i>*Calculated as Gross Development Value (no. of homes completed x average sales price over each reporting year [from Dartford Borough and Gravesham Borough] using HPI data, less a developer margin of 20% + the private sector element of; the Investment in Commercial Development, Investment in Social and Community Infrastructure and Sustainable Transport KPIs.</i></p>
Employment Creation	1,000 construction job opportunities enabled through investment in the Ebbsfleet urban development area.	<p>NOT ON TARGET</p> <p>Based on the investment in commercial development, private sector homes, sustainable travel and social and community infrastructure during Q1 25/26; 253 construction jobs have been enabled.</p> <p>Due to the expected fall in the housing number for 2025/26, we will not meet the target of 1,000 construction jobs.</p>
Community Participation	<p><u>Community Sentiment</u></p> <p>80% 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</p>	<p>This KPI will be assessed via the annual Resident Satisfaction Survey which will take place in the Autumn.</p>

Table 2: Key Performance Indicators		
Category	2025/26 Measure and Target	Performance Summary at end of Q1
	<u>Community Involvement</u> 25% 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	

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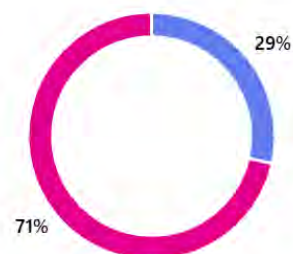
1. The Board has a clear set of objectives for the Corporation

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



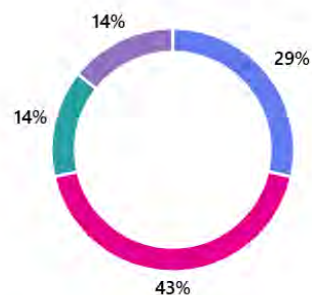
2. The Board has a good understanding of key risks and actions needed to mitigate against these

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



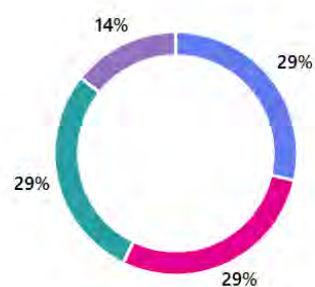
3. The Board gets early-warning signals of problems ahead that might adversely affect outcomes, and discusses remedial actions

Strongly Agree	2
Agree	3
Neither Agree or Disagree	1
Disagree	1
Strongly Disagree	0



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

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



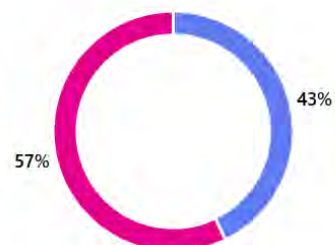
5. Board meetings are productive

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



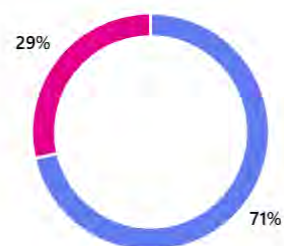
6. The Board strikes the right balance between examining detail and the strategic significance of proposals

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



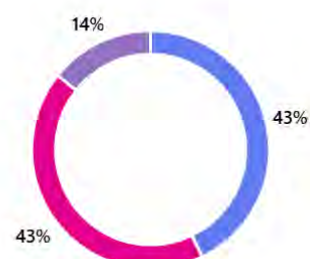
7. The Chair leads meetings well with clear focus on the big issues facing the Corporation and allows full and open debate before decisions are taken

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



8. There is a governance culture of openness and trust

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



9. All members take collective responsibility for decisions made



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



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



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



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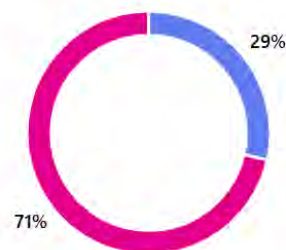
13. There is a good level of interaction (in terms of information flow) between the Board and its Committees

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



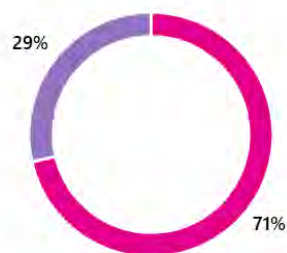
14. Papers are of good quality – relevant, well presented and with clarity on what is expected of the Board

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



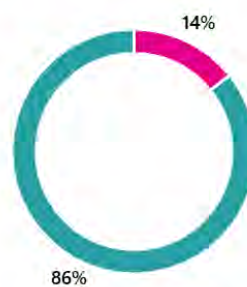
15. There is the right amount of visibility of and interaction with the sponsor Department

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



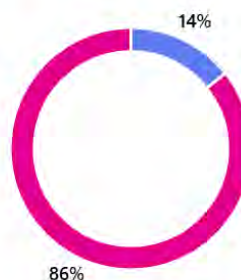
16. The action and responsiveness of the sponsor Department enables the Board to deliver on its objectives

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



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

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



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

- *Hire vacant NED post*
- *Additional development experience*
- *Training / greater understanding of the challenges faced by those delivering building projects after all relevant consents have been obtained*

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

- *welcome that Lucy from MHCLG has been a more regular attendee at Board meetings and this has helped the information flow with the Department; however, to support timely and cost effective delivery by EDC it would be helpful for quicker decisions to be made by the Department around business case sign off and budget allocations/approvals*
- *The Boardroom Apprentice Programme is excellent and there is mutual benefit.*
- *Department delays in agreeing spending settlements make it harder for the Board to plan and deliver work programmes.*

Ebbsfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Marketing & Communications

Paper Number: EDC 025/039

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. A focus for the team throughout May and June concentrated on the Early Market Engagement Webinar for the Ebbsfleet Central Phase 1 contractor opportunity.
- 1.2. The early market engagement comprised of an Early Market Engagement (EME) webinar and information pack, in which contractors were invited to receive further information about the opportunity. We advertised across multiple digital outlets (Construction News, Construction Magazine UK, Construction Enquirer) as well as across social media, with the opportunity picked up by wider outlets. We received significant interest from contractors, with over 170 requests to attend the EME webinar and receive the information pack.
- 1.3. Extensive planning went into the design and formation of the webinar itself, which was held at M3 Consulting's office. Positive feedback has been received by attendees, both directly to EDC via email, and online through social media. We are currently in the process of evaluating the Return on Investment (ROI) to advise on the most appropriate course of advertising for future opportunities throughout the Ebbsfleet Central project.
- 1.4. Work continues on the Ebbsfleet Central Brand & Visioning project, with positive progress made for both the naming and the key messaging workstream. To ensure that sufficient time is allowed for internal governance and feedback, it is currently proposed both workstreams will be brought to the September Board meeting.
- 1.5. A number of community focused campaigns are taking place throughout the summer, including:
 - Match My Project: *This campaign continues to drive awareness for local organisations to obtain support and funding for a variety of initiatives that benefit the local community, by tapping into the expertise, time and funding offered by suppliers and businesses working in Ebbsfleet.*
 - Ebbsfleet in Bloom: *Promotional campaign launched in early June encouraging residents to submit pictures of their gardens/planting spaces, with the aim to encourage a variety of sustainability and wildlife enhancing practices.*
- 1.6. We are in the process of updating the Ebbsfleet Development Corporation / Ebbsfleet Garden City Brand Guidelines to ensure that they adhere to the latest Accessibility Standards. These updates will result in minor changes to colour

palettes and contrast combinations, typeface and image use instructions. There will be no changes to either logos.

- 1.7. We are in the process of transitioning our email newsletter service from Mailchimp to dotdigital. This change will allow us to benefit from enhanced segmentation, improved analytics and stronger security credentials to protect our audience insights. We are currently testing new templates, cleansing historical data and re-coding the back end of the website to ensure future sign ups (to receive the newsletter) are transferred over to dotdigital. We anticipate our first newsletter from dotdigital will be ready to go in early August.

2. **Social Media Report**

- 2.1. Over the reporting period of 1st May – 29th June, Facebook content reached 31,993 total views. Overall, visual content – both photos and videos – proved effective at engaging viewers beyond our existing follower base, highlighting opportunities to continue to leverage multimedia to grow reach and engagement. It is interesting to note that our content still reaches those across our platforms who do not follow or like our page – demonstrating strength in our content aligning with viewer algorithms, and posting about high interest/relevant topics.
- 2.2. Whilst the trend highlights the success of our content strategy in reaching new audiences, it indicates an opportunity to convert these views into followers through targeted calls to action and continued engaging content. By further developing our strategies to increase our follower count, we can then measure our impact on residents' ability to feel confident in finding information and knowing where to go for community wide information – something that is regularly fed back at the Ebbsfleet Community Board.
- 2.3. We have welcomed two interns to the Corporation who will be supporting us to develop further campaign ideas for social media that will help us to engage further with younger audiences, particularly across Instagram.
- 2.4. We continue to share updates on the progress at Alkerden Academy, with Heyne Tillett Steel sharing fantastic video footage of the site – which has performed well across our LinkedIn and X. You can view the latest video here: <https://vimeo.com/1088775558?share=copy> which truly gives a sense of scale and momentum of the project.
- 2.5. Further detail can be found in **Annex A: Social Media Report**.

3. **Press Report**

- 3.1. We have worked hard this period to promote a variety of great news stories across Ebbsfleet. A range of community focused press, such as the funding secured for the Salvation Army Mobile Community Space and more commercial matters, such as the Early Market Engagement exercise. Where projects or stories don't require a full press release, LinkedIn continues to be an incredibly valuable platform to share content that can often leverage further exposure from industry outlets – such as the Early Market engagement and our presence at national and international events (UKREiiF and Academy of Urbanism Congress).
- 3.2. A full suite of coverage can be found in **Annex B: Press Report**.

4. **Website Report**

- 4.1. Since the launch of the new website, we continue to have overall strong engagement across our site. Average session duration has risen from 1m 12s, to 2m 32sec. We continue to see good engagement across the site at over 60% . Given that our website serves both businesses (B2B) and consumer (B2C) audiences – each with distinct needs and expectations – exceeding an engagement rate of over 60% is a strong indicator of good performance. Mixed audience platforms typically struggle to maintain high engagement because content relevance varies widely between user types. Therefore our ability to maintain strong engagement reflects the effectiveness of the site's content and the improvements we continually make to the user journey and experience.
- 4.2. Work now focuses on ensuring that our website continues to function effectively with the more content that is regularly added to site. We are currently exploring methods to balance site functionality whilst maintaining organisational transparency through the various reports and governance documents that are hosted online. We will be reassessing our website content accessibility later this year and exploring further opportunities to strengthen our WCAG (Website Content Accessibility Guidance) compliance.
- 4.3. Further analysis is provided in **Annex C: Website Report**

Ebbsfleet Development Corporation Board

Part I Board Item EDC-025-039 Annex A: Social Media Report

1. Introduction

1.1. The reporting period for this paper covers activity throughout May and June.

2. Facebook

2.1. The majority of content continued to be photo based (70%) with video content accounting for 18% and link posts at 6%. Notably, 60% of views came from non-followers, indicating ongoing opportunities to reach new audience despite performance declines for the period.

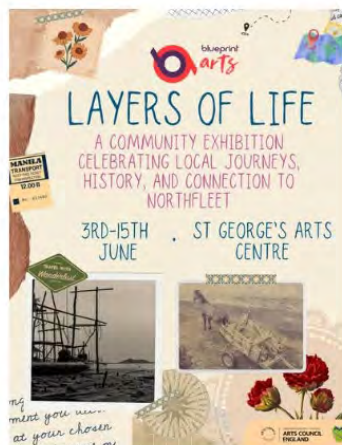
Metric	Current Period	Change vs Previous Period
Total views	32,068	4%
Reach	14,251	64.9%
Interactions	229	38%
New Followers	19	41%
Link Clicks	121	42.4%

2.2. The decline in engagement and follower growth against the previous period suggests a need to reassess our content approach, posting pace and promotion tactics.

2.3. The reporting period's metrics reflect a somewhat expected decline compared to the previous period, which included exceptional engagement driven by the launch of drone footage for the Weldon community buildings, as well as the first of the Wildlife Walks which were incredibly popular and well received. These initiatives generated significant interest (in the form of comments, questions, shares and likes) which was not replicated during this period, despite continuing to promote drone footage and videography across Facebook (and other platforms).

2.4. Top performing content for this period included:

Content	Type	Views	Interactions
Get job ready for a future in construction	Image	7.2k (93% non-followers)	10
Exciting progress footage from Weldon Wellbeing Pavilion	Drone footage	3.3k (71% non-followers)	40
Service Charge guidance document	Image	2.7k (62% non-followers)	13
Ebbsfleet in Bloom competition	Image	2.1k (51% non-followers)	15



3. Instagram

3.1. Similarly to Facebook, the Weldon community buildings drone footage for the previous reporting period throughout April has impacted the performance this period. Despite the decline across the metric itself, 52 new followers over a c. two-month period is positive; this could be due to how much easier it is to access alternative accounts (such as hyper local groups) on Facebook than it is on Instagram. Instagram users will be more likely on Instagram to head straight to our profile, rather than other user accounts.

Metric	Current Period	Change vs Previous Period
Total views	10,317	9.5%
Reach	1,537	21.5%
Interactions	153	52.8%
Visits	373	18.7%
New Followers	52	34.2%

3.2. Top performing content for this period included:

Content	Type	Reach	Likes & reactions
Exciting progress footage from Weldon Wellbeing Pavilion	Drone footage	1.2k	77
Attend the exhibition at St George's Arts Centre	Image	378	10
Have you checked out the resident garden guide?	Image	273	7



4. LinkedIn

4.1. During this reporting period, the Ebbsfleet Development Corporation page appeared in 401 searches, an increase of 29.8%. Search appearances differ from Visitor analytics as search appearances provide information on the number of times the page has appeared in search results, and the keywords that were used to find out page. This will help us continue to use keywords that enable us to feature more regularly in search results. We saw 603 visitors to the page (up 27.2%) and 265 unique visitors (up 36.6%).

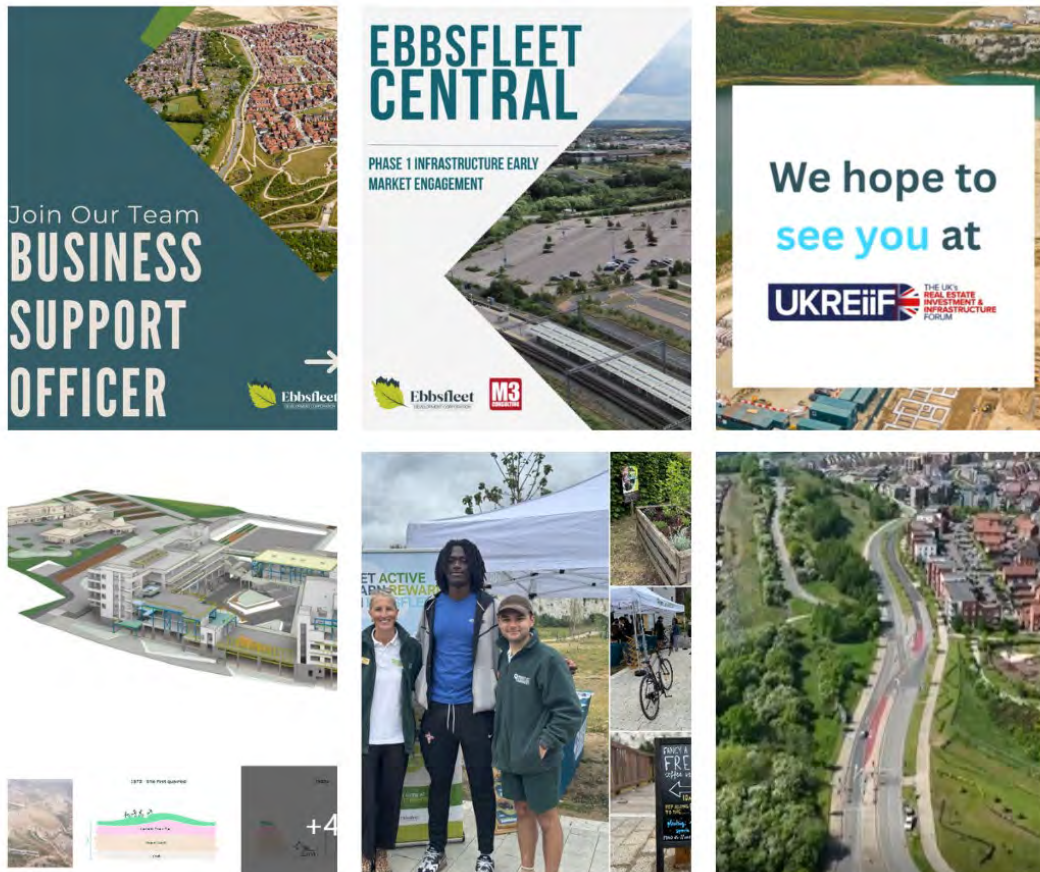
Metric	Current Period	Change vs Previous Period
Impressions	10,719	68.6%
Reactions	278	31.8%
Comments	18	60%
Reposts	12	100%

4.2. The majority of followers continue to be based in London (59.3%) – with the remaining based in Manchester, Birmingham, Bristol and Leeds.

4.3. Top viewed content for this period included:

Content	Type	Impressions	CTR
Early Market Engagement	Carousel	1.7k	4.54%
Ebbsfleet Development Corporation at UKREiiF	Carousel	991	4.14%
Drone shot by Henley Camland	Drone footage	1.3k	8.2%

4.4. Interestingly, the posts with the highest CTR (Click Through Rate) include the promotion of the Business Support Office role (44.32%) the Alkerden Academy drone footage (27.87%) and our post on the 'power of great placemaking'. Whilst these posts may not have been viewed the most, their high CTR suggests that the content is engaging and encouraging a further exploration into our content.



Ebbsfleet Development Corporation Board

Part I Board Item EDC-025-039 Annex B: Press Report
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1. Introduction

- 1.1. This Annex reports for the period of May and June. The articles captured below are articles that reference the Corporation or variations of Ebbsfleet/Ebbsfleet Garden City (in the context of regeneration).
- 1.2. In response to the confusion and frustration that some residents have expressed across social media in response to service charges across Ebbsfleet, we have created a guidance document which is now available on our website and across social media. This provides information and clarity on the organisations best placed to support questions around service charges, information on how service charge is calculated across Ebbsfleet, and contact details should residents wish to escalate their concerns.
- 1.3. In response to a request for correction from the Corporation to the Telegraph, the journalist clarified that the reference to housing numbers was in response to a [House of Commons research paper from 1994](#) – in which c.40,000 homes were proposed within the context of Ebbsfleet being selected for an International Train Station.

2. Community

- [Community celebrates as new public art unveiled at Redrow's Ebbsfleet Green](#) – National World
- [The Salvation Army reveals plans for mobile community space to serve Ebbsfleet Garden City](#) – Kent Online

3. Service Charge / Management Companies

- [Residents want to remove management 'plaguing' them with high fees despite 'degrading' Kent estate - Kent Live](#)
- [Residents bid to unseat 'terrible' Springhead Parkway managers - BBC News](#) – BBC News

4. Early Market Engagement

- [Market alerted to opportunity for £180M of infrastructure works at Ebbsfleet Central | New Civil Engineer](#) – New Civil Engineer
- [Early call-out for £150m Ebbsfleet Garden City infrastructure | Construction Enquirer News](#) – CE News
- [Market engagement for Ebbsfleet infrastructure](#) – Construction Index
- [Procurement set to begin for Ebbsfleet Central infrastructure | Construction News](#) – Construction News

5. General regeneration

- [UK's first garden city in 100 years is £3.9BILLION 'major destination' with 15,000 homes, 50 parks & new supermarkets | The Sun](#) – The Sun
- [Ebbsfleet: the ultimate commuter town that never was](#) – The Telegraph
- [UK's newest £3.9bn garden city with 15k homes changing unused land forever - The Mirror](#) – The Mirror
- [Vistry and Latimer get green light for next phase of Ebbsfleet Garden City development | BE News](#) – BE News



Report Highlights

1 May 2025 - 27 Jun 2025

Total users

2,304

↓ -6.0%

Contact Us Form Submissions

19

↑ 11.8%

All Form Submissions

301

↑ 80.2%

Newsletter Submissions

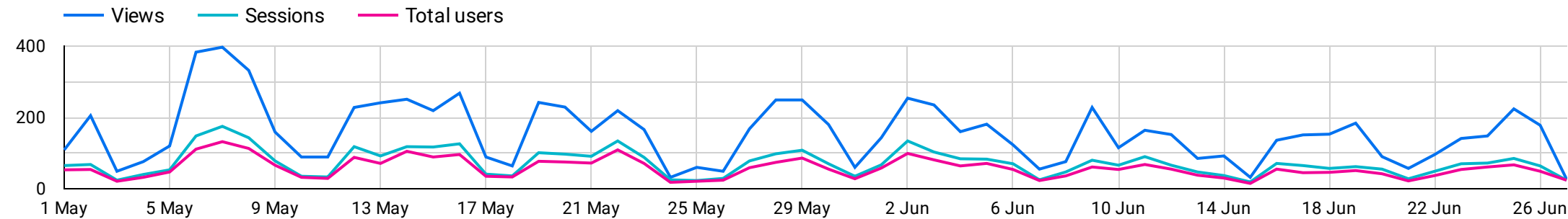
51

↑ 41.7%

Engagement rate

63.02%

↑ 0.5%



First user primary channel group	Sessions ▾	% Δ	Total users	% Δ	Page Views	% Δ	Engagement rate	% Δ	Average session duration	% Δ
Organic Search	2,460	-6.2% ↓	1,350	-5.2% ↓	4,925	-9.1% ↓	63.13%	-5.7% ↓	00:04:08	-22.3%...
Direct	1,191	4.1% ↑	567	-13.6%...	3,098	-56.1%...	62.89%	5.2% ↑	00:05:54	28.0% ↑
Referral	284	69.0% ↑	174	89.1% ↑	617	-8.7% ↓	66.9%	1.3% ↑	00:05:08	15.8% ↑
Organic Social	173	-43.1%...	145	-47.8%...	294	-28.6%...	39.31%	3.0% ↑	00:02:07	127.2%...

1 - 6 / 6

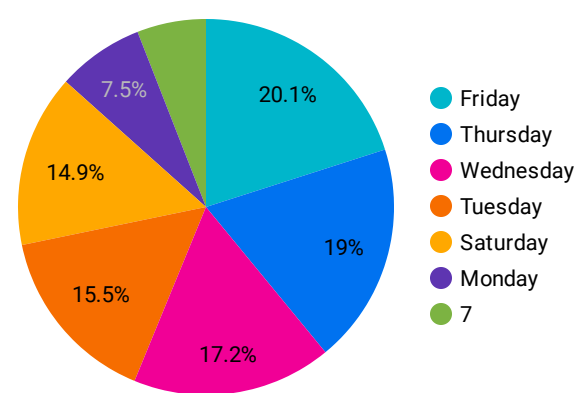
Top ten visited pages	Sessions ▾	% Δ	Total users	% Δ	Page Views	% Δ	Engagement rate	% Δ	Average session duration	% Δ
ebbsfleetgardencity.org.uk/	1,435	1,147...	916	1,089...	1,764	1,216...	77.77%	10.4% ↑	00:02:58	7.7% ↑
ebbsfleetgardencity.org.uk/planning-and-design/	1,099	1,121...	558	1,087...	1,206	1,196...	72.25%	3.2% ↑	00:03:15	-6.3% ↓
ebbsfleetgardencity.org.uk/construction-early-market-engagement/	361	-	247	-	381	-	67.59%	-	00:02:26	-
ebbsfleetgardencity.org.uk/ebbsfleet-garden-city/	354	1,006...	290	974.1...	396	1,100...	86.44%	2.4% ↑	00:02:14	51.4% ↑
ebbsfleetgardencity.org.uk/ebbsfleet-garden-city/the-vision/	345	1,050...	247	1,200...	393	1,090...	86.67%	4.0% ↑	00:01:51	-16.7%...
ebbsfleetgardencity.org.uk/who-we-are/	270	1,127...	197	994.4...	304	1,116...	91.48%	5.9% ↑	00:01:18	17.6% ↑
Grand total	4,123	1,234....	2,298	1,103....	9,099	1,129....	63.33%	1.4% ↑	00:04:41	-12.1%...

1 - 100 / 378

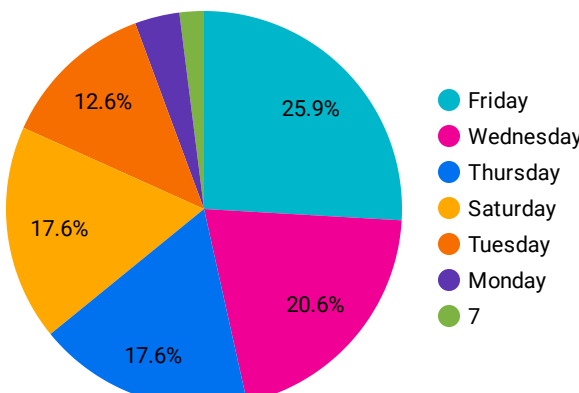
Query	Site CTR	% Δ	Clicks ▾	% Δ	Impressions	% Δ	Average Position	% Δ
ebbsfleet garden city	29.2%	-8.3% ↓	407	-1.5% ↓	1,394	7.5% ↑	1.38	20.1% ↑
ebbsfleet development corporation	43.75%	6.5% ↑	343	-0.9% ↓	784	-6.9% ↓	1.45	19.6% ↑
edc planning search	45.59%	-30.8% ↓	124	-24.4% ↓	272	9.2% ↑	2.58	31.3% ↑
ebbsfleet	1.22%	-5.6% ↓	96	-28.9% ↓	7,843	-24.7% ↓	6.97	2.8% ↑
ebbsfleet central	42%	-17.6% ↓	42	61.5% ↑	100	96.1% ↑	1.06	-23.9% ↓
ebbsfleet planning portal	68%	-1.1% ↓	34	3.0% ↑	50	4.2% ↑	1	0.0%
ebbsfleet development corporation planning search	88.89%	-11.1% ↓	32	433.3% ↑	36	500.0% ↑	1	0.0%
ebbsfleet valley	3.39%	-28.0% ↓	30	-23.1% ↓	884	6.9% ↑	4.8	0.9% ↑
ebbsfleet development corporation jobs	77.14%	19.2% ↑	27	22.7% ↑	35	2.9% ↑	1	0.0%
ebbsfleet development	28.1%	-12.7% ↓	22	-11.5% ↓	81	2.5% ↑	2.2	21.1% ↑

1 - 100 / 4808

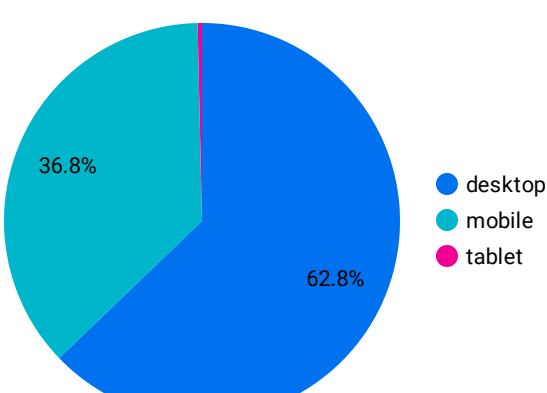
Sessions by Day of the Week



Form Submissions by Day of the Week



Sessions by Device Category





Planning & Design Pages

Total users

623

⬇️ -3.1%

Page Views

1,516

⬇️ -11.2%

Engagement rate

70.67%

⬇️ -2.9%

Completed Video Views

1

No data

Sessions

1,248

⬇️ -8.6%

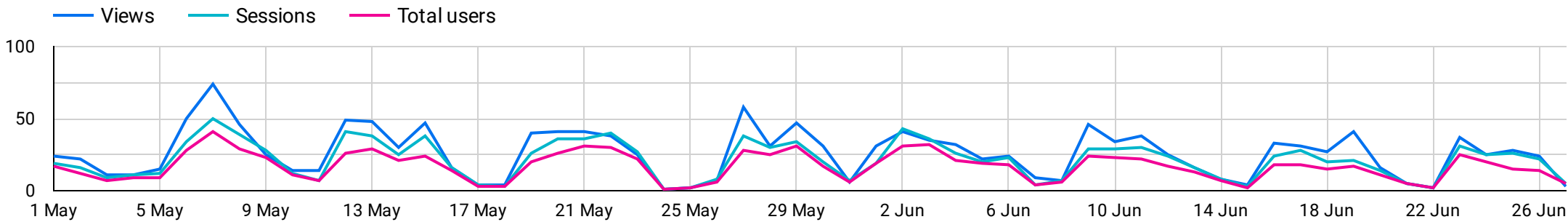
Form Submissions

18

⬆️ 5.9%

1 May 2025 - 27 Jun 2025

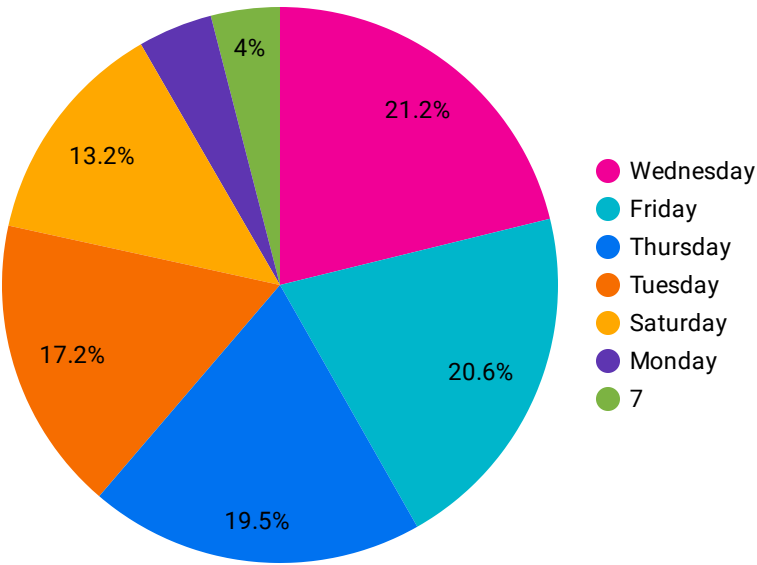
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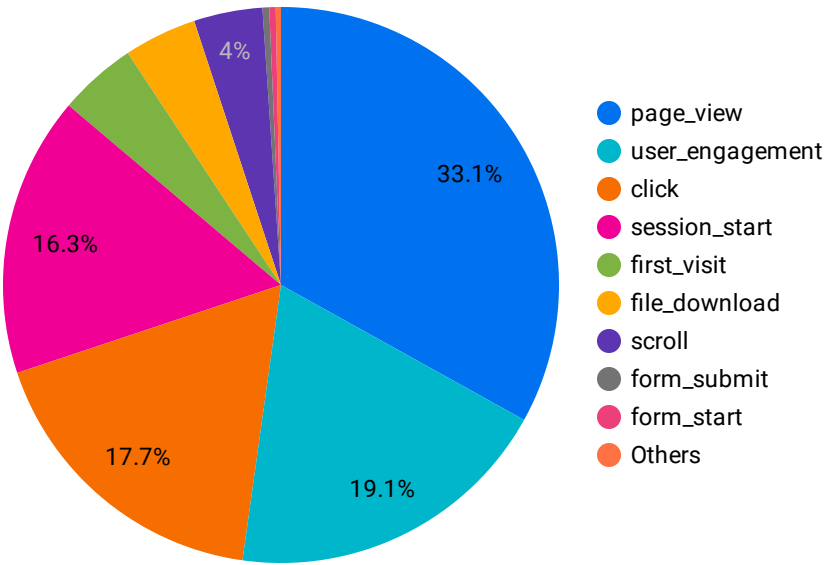
Channels bringing users to the Planning & Design pages	Sessions ▼	Total users	Page Views	Engagement rate	Average session duration
Organic Search	814 <div></div>	410 <div></div>	968 <div></div>	70.88% <div></div>	00:03:27 <div></div>
Direct	347 <div></div>	158 <div></div>	449 <div></div>	69.16% <div></div>	00:03:10 <div></div>
Referral	66 <div></div>	38 <div></div>	77 <div></div>	74.24% <div></div>	00:04:12 <div></div>
Organic Social	11 <div></div>	8 <div></div>	11 <div></div>	72.73% <div></div>	00:00:19 <div></div>
Unassigned	8 <div></div>	6 <div></div>	8 <div></div>	62.5% <div></div>	00:01:26 <div></div>
Displav	2 <div></div>	1 <div></div>	2 <div></div>	50% <div></div>	00:02:47 <div></div>

1 - 6 / 6 < >

Sessions by Day of the Week



Website Events





Community Pages

Total users

334

⬇️ -13.5%

Page Views

636

⬇️ -14.2%

Engagement rate

80.84%

⬆️ 2.2%

Completed Video Views

No data

No data

Sessions

454

⬇️ -17.5%

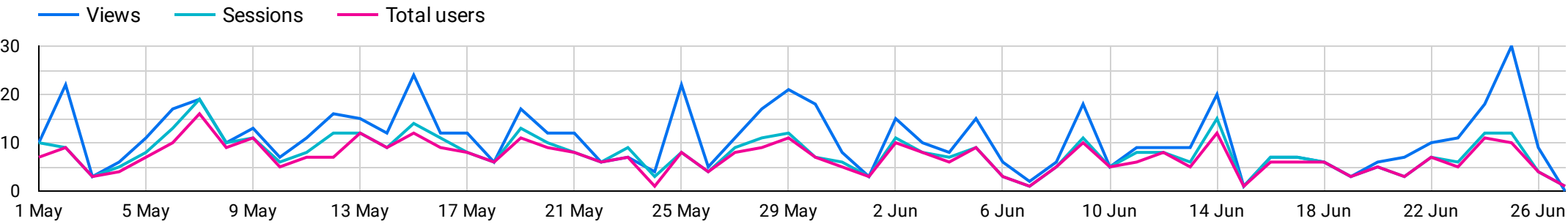
Form Submissions

3

⬇️ -70.0%

1 May 2025 - 27 Jun 2025

▼



First user primary channel group	Sessions ▼	Total users	Page Views	Engagement rate	Average session duration
Organic Search	314	245	421	79.94%	00:02:09
Direct	123	74	191	80.49%	00:03:13
Referral	12	11	15	91.67%	00:01:10
Organic Social	4	3	8	100%	00:00:47

1 - 5 / 5

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Device category	Sessions ▼	Total users	Page Views	Engagement rate	Average session duration
mobile	231	188	329	78.79%	00:02:09
desktop	221	144	305	82.35%	00:02:40
tablet	2	2	2	100%	00:01:01

1 - 3 / 3

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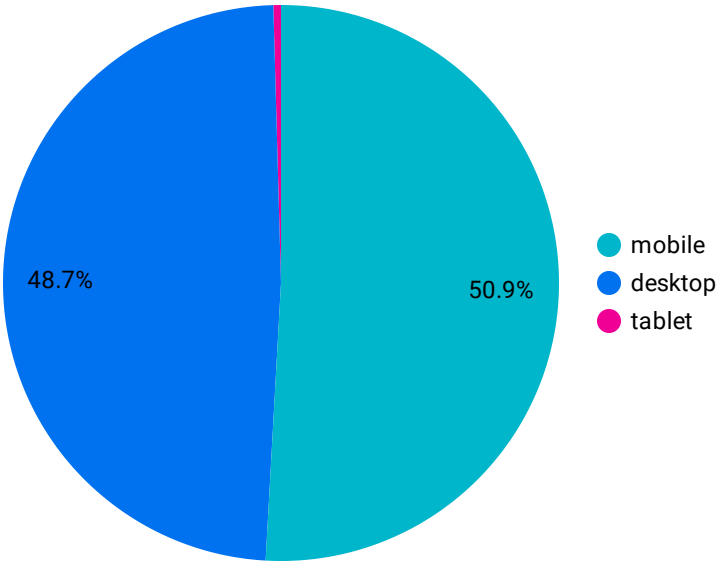
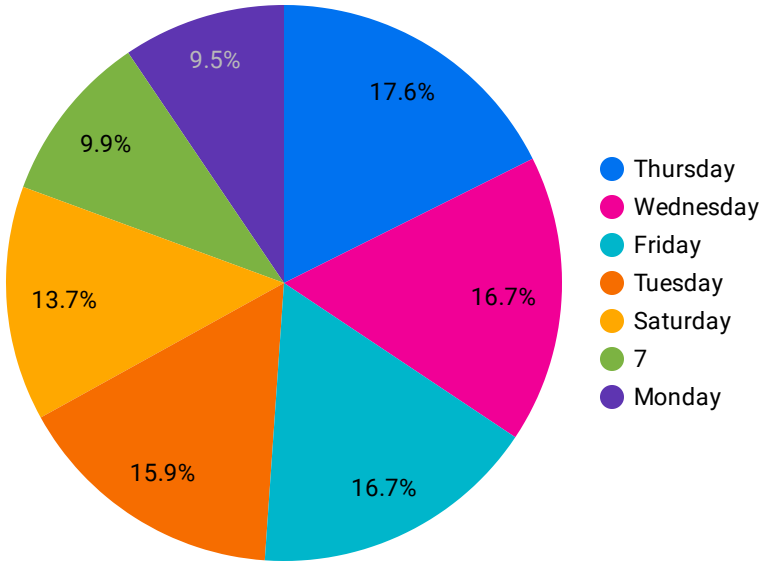
Top ten visited pages	Sessions ▼	Total users	Page Views	Engagement rate	Average session duration
ebbsfleetgardencity.org.uk/your-community/	135	108	160	94.81%	00:01:29
ebbsfleetgardencity.org.uk/your-community/parks/	90	75	100	75.56%	00:02:17
ebbsfleetgardencity.org.uk/your-community/schools/	70	53	77	77.14%	00:02:26
ebbsfleetgardencity.org.uk/your-community/career-opportunities-ebbsfleet/	57	49	60	85.96%	00:01:09
ebbsfleetgardencity.org.uk/your-community/walking-and-cycling-routes/	50	35	57	76%	00:02:16
ebbsfleetgardencity.org.uk/your-community/health/	39	31	44	84.62%	00:01:45
ebbsfleetgardencity.org.uk/your-community/culture-and-creativity/	36	33	40	94.44%	00:01:44

1 - 15 / 15

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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 025/040

Presented By: Mark Pullin, Director of Planning & Place

Sub Committee: Planning Committee

Purpose of Paper and Executive Summary

This paper provides Board with an update on the planning and design functions of EDC and the overall delivery of Ebbsfleet including housing numbers.

EDC Business Plan & KPIs

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

Recommendation FOR INFORMATION

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

Annexes

Annex A – Ebbsfleet Delivery Dashboard

Annex B – Infrastructure Funding Statement 2024/25.

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 s106 Agreements required to enable the outline planning permission to be issued. Pre-application discussions on the site wide strategies, area masterplan and design code have been paused to prioritise these legal agreements.

Eastern Quarry

- **Castle Hill Pub and Hotel Site** - Initial pre-application meeting has taken place to review an alternative scheme and use of the site. Further pre-application discussions including a review of viability for a pub/hotel use are anticipated.
- **Education Campus** – A Sports Pavilion has been approved which will provide changing rooms and a small kitchen to be used in association with the Education Campus and community uses outside of school hours.
- **Alkerden Parcel 3** – A planning performance agreement has been entered into with Bellway to cover the discharge of planning conditions and the initial application has been made.
- **Western Cross (Ashmere) 3** – The first discharge of condition application has been received and is under consideration.
- **Western Cross (Ashmere) 4** – Pre-application discussions are ongoing with formal submission now anticipated at the end of July. Pre-application discussions have also commenced for the neighbourhood green and public open space.
- **Western Cross (Ashmere) Parcel 12 and 13** - Initial pre-application meeting took place in June and further meetings are planned in accordance with a planning performance agreement ahead of formal submission later in the year.

Ebbsfleet Green

- **Community Buildings** – The Neighbourhood Hub (Weldon Heart) is forecast to be completed by August 2025 and the Community Hub (Weldon Wellbeing Pavillion) is forecast to be completed by November 2025. We are working closely with the contractor on the play equipment details for the NEAP next to Weldon Heart. Works to the allotments have been undertaken in recent weeks to bring them up to an acceptable standard to hand over to EGCT.

Northfleet Riverside

- **Cable Wharf Primary School** – Works are progressing well and KCC has confirmed that the school will be delivered by January 2026.
- **WT Henley Building** – Internal works have commenced on site and external works will start imminently.
- **Harbour Village** – All dwellings in Phase 1B have been occupied. Phase 2 works are continuing at a good pace and the affordable housing dwellings are

expected to be handed over to Moat Housing and occupied in August 2025. Work has now started on the bespoke College Road flint faced dwellings. 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. Bellway have advised this will be completed in the summer. The play equipment for Chimney View Park will be installed in September.

- **Abacus Corner** – A full planning application has now been submitted for 68 dwellings with associated parking and amenity space, a retail unit and the Abacus Corner section of the Fastrack bus route.
- **Harbour Village Phase 1A/Factory Road** – A full cross boundary planning application has been submitted for the erection of a workshop. This site had reserved matters approval for 3 dwellings but Bellway do not intend to build these. The proposed development would allow an existing commercial unit to be relocated from Abacus Corner to enable redevelopment of the site.
- **Northfleet Fastrack** – We are working closely with all parties to resolve the outstanding issues on Grove Road. Additional details have been submitted to address the Environment Agency's holding objection. Amended plans are expected to be submitted for Bus Road East and Granby Road in the coming months following discussions with Bellway and Tarmac.
- **Northfleet Embankment West Employment Land** – Condition discharge applications have been submitted for the Triangle Site, Vineyard Pit and Church Path Pit. We have recently been notified that 2 of the 3 parcels within the Triangle site have been sold.
- **Berkeley Modular Facility** – Planning permission has been granted for a change of use from B2 (General Industrial) use to a flexible B2 and B8 (Storage and Distribution) and E(g)(iii) (Industrial Processes) Uses with ancillary office, associated works and reuse of existing outside storage area to provide 68no. additional car parking spaces.

Land North of London Road

- **Manor Way** – Planning application received up to 10,000sqm of commercial floorspace, currently invalid due to lack of noise and utilities information.

2. Housing and Delivery

2.1 The Ebbsfleet Delivery Dashboard is attached in Annex A.

2.2 This month we are reporting 95 completions and 52 starts. There are 611 homes currently under construction. The completions this month have come from Ashmere, Alkerden 5B and Harbour Village. These are the first completions we are reporting at Alkerden 5B which is a PRS scheme. The marketing suite is now open, and 9 homes have been passed to Packaged Living and occupied. The starts have come from Ashmere and Alkerden 5A.

2.3 At Cable Wharf Keepmoat has reported a change to their forecast resulting in Block C (70 apartments) now expected to complete in July 2026 and Block D (36 apartments) in September 2026. This revision pushes Block C back by approximately 6 months and as a result the forecast completions for Cable Wharf during 2025/26 has reduced by 68 homes.

- 2.4 Discussions have been taking place with Bellway on their affordable homes at Harbour Village where they are seeking a new registered provider for homes (primarily apartments) in phase 3A and 3B. We have been liaising with the housing team at Gravesham Borough Council to explore all options.

3. Planning Committee Update

- 3.1 In May, the Committee met for an informal presentation from Vistry/Clarion on their proposals for the fourth residential phase at Ashmere (Western Cross). The scheme is in the southwestern corner of Eastern Quarry and consists of c220 homes. We expect the application to be submitted shortly.
- 3.2 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
 - Abacus Corner – Northfleet Embankment West
 - Grove Road – Fastrack Scheme
 - Eastern Quarry – S73
- 3.3 Following the appointment of the 2 new independent members we have carried out their inductions and initial training.
- 3.4 An annual training/briefing session for the Planning Committee is planned for early September. In the session we will provide the Committee with an update on planning and delivery matters across Ebbsfleet and look ahead to the coming 12 months. We will also be visiting Harbour Village and Ashmere (Western Cross) to see the completed development in these areas.

4. Planning Reforms

- 4.1 During the last month the government has continued with a series of consultations/working papers on the next stage of the planning reforms. These documents include the following:

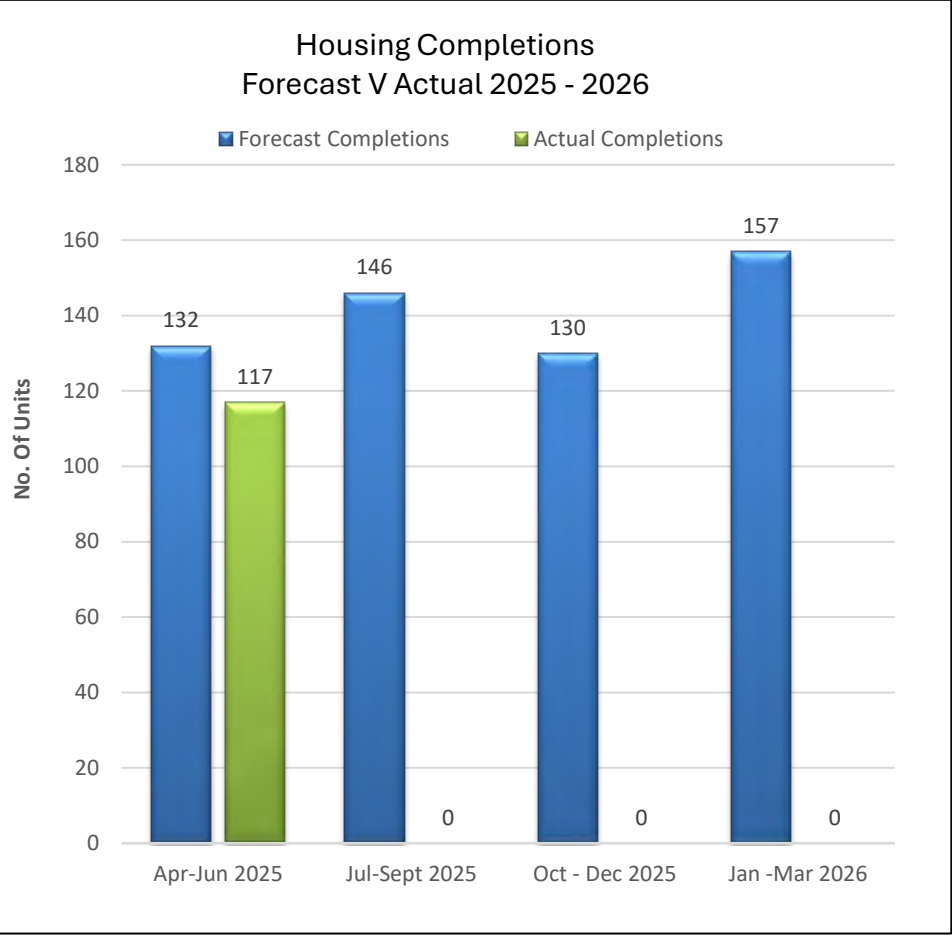
Reform of Planning Committee: Technical Consultation	These reforms are largely focussed on the concept of a national scheme of delegation. Certain applications (Tier A) would always be delegated to a Chief Planning Officer for decision with others (Tier B) being subject to a gateway process where the Chief Planning Officer and Chair of the Planning Committee would liaise as to the appropriate decision route. This could result in fewer applications being reported to EDC Planning Committee as the Committee typically consider reserved matters applications and those are proposed to be in tier A.
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Planning Reform Working Paper: Reforming Site Thresholds	The site threshold reforms are largely designed to assist SME developers and strengthen the requirements on major developments. As outline planning permission is in place for much of Ebbsfleet these changes are likely to have minimal impact locally.
Implementing Measures to Improve Build Out Transparency: Technical Consultation	This consultation includes proposals such as build out statements within planning applications, developer commencement notices and monitoring reports. We already liaise closely with developers to understand the forecast delivery for their sites and some planning permissions have requirements for 6 monthly reporting linked to s106 monitoring.
Planning Reform Working Paper: Speeding Up Build Out	This paper highlights the measures being considered across various workstreams and invites comments on further measures including requiring greater mix of tenures, changes to compulsory purchase and the introduction of a delayed homes penalty. The papers invites comments on further ideas for the government to consider.

5. Infrastructure Funding Statement

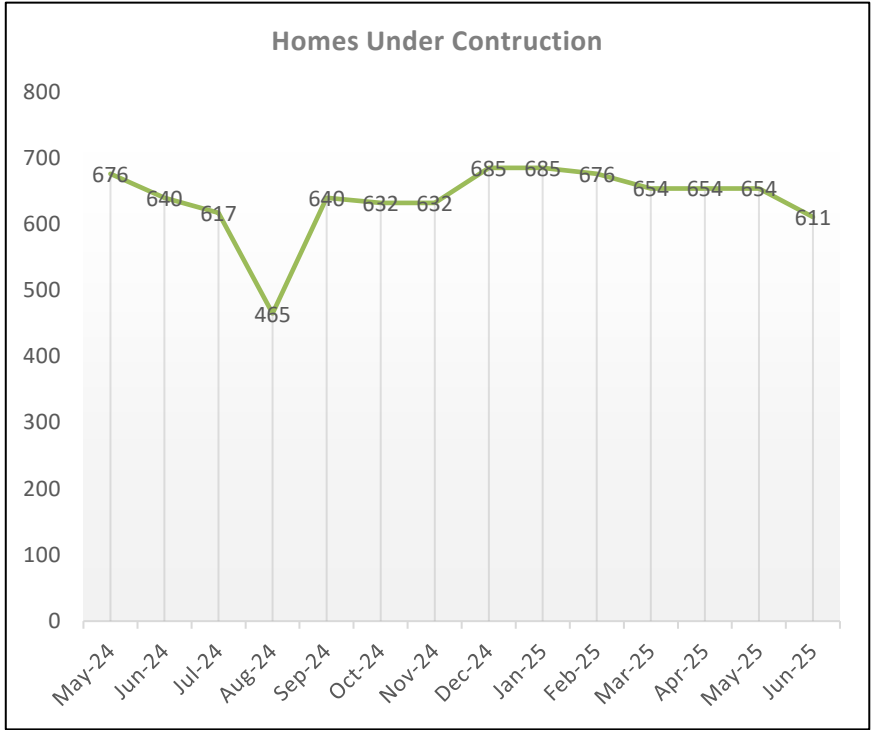
5.1 The annual Infrastructure Funding Statement (IFS) is contained in Annex B. The report outlines developer contributions that have been collected and spent during 2024/25 and those funds currently being held by EDC.

ANNEX A
EBBSFLEET DELIVERY
DASHBOARD – 09 JULY 2025



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	411	145
Alkerden	317	109
Lawn Road	7	0
Harbour Village	138	34
Totals	4961	1535

Ebbsfleet Housing Numbers
Detailed Planning Consent
6,307
Housing Completions
4,961
Affordable Homes Completed
1535
EDC 2025/26 Business Plan Target
Completions – 565



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> (No Change)
Delays in consultation responses	Green	<div><div></div></div> (No Change)
Supply of Labour on Site	Green	<div><div></div></div> (No Change)

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	52	117
Total	5572	4961

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)
	Café' (Castle Hill) Hair/Beauty Salon (Castle Hill)
Community Space	Eastgate Centre Castle Hill Community Centre
Office	Redrow Regional Office Building
Employment Space	Berkeley Modular Housing Factory

INFRASTRUCTURE FUNDING STATEMENT 2024/2025

1 Introduction

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

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

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

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

2 Information and analysis

2.1 This report is submitted for information and enables the Board to monitor the work regarding S106 contributions, and in addition provides a transparent view of current income, expenditure and projects S106 funds have been applied to, including those transferred to external bodies for spend. This report delivers financial information from April 2024 to March 2025.

2.2 Table 1 below outlines the income received / billed by EDC between April 2024 and March 2025.

Contribution Type	Project/Purpose	Amount
Strategic Access Management and Mitigation Strategy	Bird Wise North Kent	£91,634.52
Fastrack Contribution	Provision of Fastrack Infrastructure in Northfleet	£284,703.57
Off-Site Affordable Housing Contribution	Supporting the delivery of affordable housing within the Dartford borough	£1,471,044.19
Off-Site Transport Contributions (STIPS)	Utilised in EDC accounts for A2 Bean and Ebbsfleet Junction Improvements project	£4,650,186.40
Healthcare Contribution	For either capacity enhancements at existing surgeries within Northfleet or a new health centre in Greenhithe	£29,037.42
Community Police Contribution	Providing community police services to serve Eastern Quarry.	£424,474.36
TOTAL:		£6,951,080.46

2.3 Table 2 below outlines the funding that has been spent by EDC between April 2024 and March 2025 including where funds have been passed to local authority partners.

Paid to/Spent by	Contribution Type	Project/Purpose	Amount
EDC	Off-Site Transport	Recognised in EDC accounts for A2 Bean and Ebbsfleet Junction Improvements project.	£4,248,675.44
EDC	Vertical Connection Contribution	Utilised within EDC accounts and heritage initiatives in Northfleet.	£25,394.60
KCC	Off-Site Transport	STIPS programme.	£401,510.96
KCC	Sports Facilities Contribution	Upgrade of sports pitch provision and associated works to support community use at the new Rosherville School.	£464,967.28
Medway Council	Strategic Access Management and Mitigation Strategy	Bird Wise North Kent Bird Wise North Kent Wising Up to Bird Disturbance	£2,907.06
Dartford Borough Council	Off-Site Affordable Housing	Support the delivery of affordable housing within the Dartford borough.	£855,473.71
Gravesham Borough Council	Allotments Contribution	Provision or enhancement of allotments within Northfleet.	£55,064.87
Gravesham Borough Council	Hive Contribution	Environmental improvements and enhanced linkages from Harbour Village.	£20,000
TOTAL:			£6,073,993.92

2.4 Table 3 below outlines the current developer contributions held by EDC as of June 2025 and the projects they are intended to be used for.

Contribution Type	Project/Purpose	Amount
Strategic Access and Management Strategy	Bird Wise North Kent – or alternative local project.	£7,977.52
Off-Site Signage	To support wayfinding to/from Ebbsfleet Green.	£10,457.67
Fastrack	For fastrack infrastructure between Northfleet Riverside and Gravesend Town Centre.	£727,996.12
Trees	Tree planting and landscaping in Ebbsfleet.	£4,932.00
Healthcare	For healthcare facilities in the Ebbsfleet area such as the Health and Wellbeing Hub.	£504,797.91
Sports Facilities	For formal leisure facilities in the Northfleet or Ebbsfleet area.	£148,948.03
Scout Hut Contribution	For capital cost of refurbishment of current premises of 1st Northfleet Scout Group.	£8,829.06
Air Quality Monitoring	To mitigate local air quality impacts arising from development at Land North of Galley Hill Road.	£11,260.35
Springhead Road Signage Strategy Contribution	Wayfinding project within Ebbsfleet.	£50,000
TOTAL:		£1,475,198.66

2.5 There were developer obligations secured in S106 agreements and unilateral undertakings between April 2024 and March 2025. A deed of variation to the initial S106 was agreed for Northfleet Embankment East (Cable Wharf) relating to the delivery of the school and the community space in the Henley Building. A unilateral undertaking was agreed for the Northfleet Embankment West site (Harbour Village) securing funding for Gravesham Borough Council towards parking enforcement in the Northfleet area. A s106 was agreed with Crest Nicholson securing the ongoing use of a community car park to the associated community centre at Ingress Park.

2.6 The majority of S106 contributions from Ebbsfleet sites is collected by EDC. However KCC invoices for certain contributions on some sites. These relate to

county functions such as youth services, adult social care and libraries. KCC must spend these funds in the Ebbsfleet area to mitigate the impact of the development to which it relates.

- 2.7 Developer contributions is a standing item discussed at the Planning Liaison Group, attended by DBC, GBC and KCC. EDC will continue to work with Local Authority partners with regards unspent contributions held by any party to ensure infrastructure is delivered in timely manner.
- 2.8 S106 funding is only part of the way infrastructure is delivered within Ebbsfleet. Due to the size of many of the developments, infrastructure is being delivered by developers directly rather than via payments in lieu. In addition open spaces are also being delivered, along with Public Art Installations. Examples of this can be seen at Harbour Village with the installation of the Bevan's Park Bridge which provides connectivity between the new homes and the main area of open space. and open space incorporating play areas within Ebbsfleet Cross. Public Art installations have also opened within Weldon and Castle Hill South. Photographs of these completed projects are shown below.

Bevan's Park Bridge – Harbour Village



Ebbsfleet Cross Play Area



Castle Hill South Public Art



Weldon Public Art



Ebbsfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Ebbsfleet Living

Paper Number: EDC 025/041

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 mid-April to end of June 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-April to end of June 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. The [Ebbsfleet Community Board](#) will meet on the 15th July. The Community Board has been working through a number of sub-groups have been developed to work up ideas, which include Volunteering and city-wide events to encourage connections between villages.
- 2.2. The 'Our Ebbsfleet' portal subgroup have commissioned a local web design company to support them in the delivery of this innovation, which developed from the Innovate UK Resident Connectedness project. Currently in construction, the site will include an events calendar, a list of local facilities and services, ways to get involved in the community and a directory of service providers with a search function to assist residents in identifying who to contact for what. The project is due to complete with the site launch at the end of July.



Image featuring initial design of the Our Ebbsfleet website.

- 2.3. The first round of the 2025/26 [Ebbsfleet Community Fund](#) closed on 31st May, and the Ebbsfleet Garden City Trust Awards Panel met on 10th June to consider seven applications. Six applications were approved supporting a wide range of activities, including a street party in Ashmere for new residents to come together. The fund also supported a number of groups to deliver activities for younger residents over the summer, including proposals from the Ebbsfleet Salvation Army and Mary's Child Charity based in Greenhithe to offer 'youth pop-up days and a summer school for under-privileged families.
- 2.4. On 30th April, Ebbsfleet was visited by 22 judges from the [Housing Design Awards](#) panel who visited the first phase of the Ashmere scheme which is being delivered by Countryside / Vistry in partnership with Clarion. The awards are the longest running in England on their 77th year, and the only awards supported by Government. The awards are sponsored by MHCLG, Homes England, NHBC, HBF, RIBA, RICS, RTPI and Velux. This is the second year in succession that Ebbsfleet has had a short-listed 'completed' scheme in the short-list, making us the only location to have achieved that honour. The judging panel included the Chief Planner from MHCLG, Joanna Averley, who made her first visit to the garden city, and has taken over as the Chair of the awards for the next 4 years. Having visited all of the [short-listed](#) schemes, the [judges](#) will announce the winner in September. A short video of the judges journey and initial findings can be seen [here](#), including their visit to Ashmere. The awards were coordinated this year by Kevin McGeough from EDC, who has been a longstanding judge.



Judges from the Housing Design Awards panel trying out the exercise equipment that is embedded in the landscape at Ashmere, in response to its ambition to be a healthy neighbourhood.

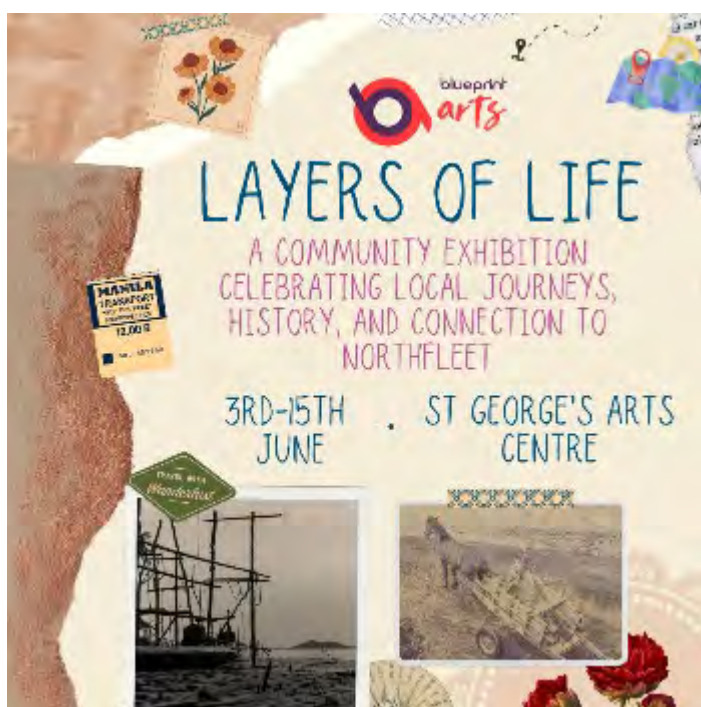
3. Events and activities delivered by the Ebbsfleet community, partners, or local stakeholders themselves with or without EDC funding.

- 3.1. A new heritage project funded by reallocated Section 106 funds from Keepmoat, kicked off during June in Northfleet. The project focusing on Cable Wharf includes a series of heritage walks and talks lead by local historian Christoph Bull. The first end focused on Rosherville attracted ten attendees and the second, on Northfleet, attracted twenty-eight.
- 3.2. The heritage programme will continue 28th of June with a session run and accredited by the Oral History Society which will be held in Cable Wharf, designed to both offer skills development and training and to capture stories from the area. Recordings will be added to the Ebbsfleet Citizens Archive. Further work will develop through the programme with Rosherville School and Northfleet School for Girls which is planned for the Autumn term. It is proposed to develop an education pack for schools focusing on local history which is being produced to sustain the legacy of the programme. This has been a great initiative using S.106 funds to help foster community cohesion in Northfleet.



Residents of Northfleet and Ebbsfleet on a heritage walk led by Christoph Bull, together with promotion activity for the programme.

- 3.3. Layers of Life, a project strand of the Ebbsfleet Creative Exchange group, a partnership between Blueprint Arts, and residents of Ebbsfleet and surrounding communities, had an exhibition at St. George's Arts Centre in Gravesend. The exhibition is the results of a year-long programme, where a member of Creative Exchange has been working with local residents at Northfleet Veteran's club, The Granby Hotel, and local primary schools (Lawn Primary & St Botolph's) to create pieces of artwork inspired by their connections to the local area. This exhibition is the culmination of this work focusing on people's connection with Northfleet.



Feedback included:

'Beautiful to see so many generations of memories together in an exhibition'

'What a wonderful exhibition'

'Beautiful, very inspiring to see all the experiences of people who talked about their lives in Northfleet'

'It was a truly beautiful experience walking around and seeing such positive words and lovely material. Thank you for making me smile!'

- 3.4. The Creative Exchange also took their first step in becoming a more independent group by delivering Summer Splash at Springhead Park School on 31st May. The group were successful in their application to the EGCT for funding to deliver the day which included Samba drumming workshops, dance, cake decorating, crafts and printing. They used the opportunity to ask residents what kind of events they would like Creative Exchange to deliver in the future.

- 3.5. A new public artwork '[Yerth Threddle](#)' was formally unveiled at the end of May in Weldon. Artist Liz Middleton collaborated with residents in the creative identity of Weldon in 2020 to inform the development of the work. The work was commissioned following a public art survey where residents were invited to share their thoughts and contribute to the visual identity of the artwork. The ribbon was finally cut by a local resident, Veronica, and her grandchildren who attend Ebbsfleet green School marking the final installation of the work.

Sculptor Liz Middleton, who created the artwork for developers Redrow, said:

“It has been a pleasure to listen to the Weldon community to develop a piece of art that will sit in the heart of their neighbourhood. It was important to create a piece that could reflect the community and resonate with the history and heritage of the Ebbsfleet area.’



Picture – centre left artist Liz Middleton and resident Veronica with grandchildren, students at Ebbsfleet Green Primary left and right – cutting the ribbon.

- 3.6. Ebbsfleet Green Primary School are the first to partner with 'Head in the Game,' a Kent based charity that provides mental health sports sessions to reduce and prevent suicide. The sessions at Ebbsfleet Green are being run by and for local men, primarily dads from the school. Sessions began in April and have been well attended. The programme will include a 12-week mental fitness programme, delivered through football coaching sessions. Funding was provided through the Ebbsfleet Garden City Trust's Community Fund.



Ebbsfleet Green Dads Leading the Way: A Powerful Partnership for Mental Fitness

Image showing drone footage of the Head in the Game session in action at Ebbsfleet Green Primary School (top) and an article featured on the [Head in the Game website](#) launching the project.

- 3.7. Ebbsfleet Baptist Church have continued their programme of craft sessions during the school holidays with a coffee shop craft session held at Blue Bean Café during the May half term.



Image of outputs from the craft session held at Blue Bean Café.

- 3.8. Ebbsfleet Baptist Church also hosted an event at Castle Hill Community Centre where Ella Dove who is a local resident and published author shared her experience in developing her recent book release. The event was very well attended by residents.



Image of book launch event held at Castle hill Community centre

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

- 4.1. EDC worked with GBC to secure £1,000 funding from Active Kent and Medway for Gravesham Community Leisure Limited (GCLL) to run a weekly 'Park Fitness' Bootcamp session in Ebbsfleet. The sessions began in April and will continue until the end of September. The sessions are free to local residents and aims to target residents of all ages, including students from Ebbsfleet Academy. The sessions are held at Penn Green Park, Springhead. The idea of the programme was a response to findings from the Resident Satisfaction Survey which highlighted particularly low levels of physical activity in the garden city. The programme includes a range of strength and cardio exercises aiming to increase the level of participation in sports and physical activity in the local area. The project is part of a wider programme being delivered by GBC and GCLL which delivers three other sessions in parks and open spaces across Gravesham over the summer.



Images of residents engaging in sporting activities at the bootcamp.

- 4.2. EDC has been working with the Lawn Tennis Association (LTA) to launch Park Tennis in Ebbsfleet. 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 to have an opportunity to 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. The weekly sessions started in May at the courts in Castle Hill are free to all local residents. Initially set up with twenty spaces per week, due to demand this was increased to twenty-five and every session has been full, with an additional waiting list. There have been 163 registrations for the sessions to date which has demonstrated an extremely high demand for local, affordable sporting activities.



Images of residents at the launch of the Park Tennis session and representative of Kent Tennis Association with EDC staff.

- 4.3. EDC were successful in their application to Cycle UK to bring the Big Bike Revival programme back to Ebbsfleet. This is the third time we have been awarded funding for the programme which aims to create behaviour change towards active travel and increased confidence in cycling. The funding will enable EDC to deliver five bike repair events across the garden city and two led rides. During June, EDC held the first of these sessions in Ashmere, which saw fifteen bikes repaired, with residents having to be turned away at the end of the 3-hour session. Further sessions will be held at Springhead Park, Weldon, Castle Hill, and Ebbsfleet Cross. Last summer we repaired over thirty bikes getting people back cycling helping to increase the physical activities of Ebbsfleet residents.



Images of residents attending the first bike repair session held at Ashmere..

- 4.4. EDC worked with CVS Northwest Kent to deliver a drop-in session for EDC staff to find out about local volunteering opportunities during Volunteers Week. The provided a signposting service identifying opportunities that matched staff's skills and areas of interest.

5. 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, which have become increasingly popular. During this reporting period, Drop-ins were held at Northfleet Station and Weldon. At Northfleet Station local residents were interested to hear about provision for primary schools and healthcare in the local area.



Image of EDC staff at Drop-In session at Northfleet Station.

- 5.2. EDC were asked to share our lessons of our experience in promoting a Healthy New Town at Ebbsfleet in the recent Academy of Urbanism [‘Healthy Urban Living Congress’](#), which was held in Utrecht. The biannual event brought over 250 delegates from across Europe to share their experiences and to learn from the host city. Kevin McGeough was asked to share the Ebbsfleet story to the full congress, alongside presentations from leaders in Malmo, Malaga, Vienna, and Helsinki, which was a fantastic opportunity to promote our garden city lessons. Mary Rouse facilitates a workshop on delivering Blue Zone principles, together with the Cartesius project in Utrecht.



Images from the AoU international Congress on Healthy Urban Living

- 5.3. Two 'Ebbsfleet Welcome' events were held in May in Springhead Park and Ashmere. Welcome Events aim to introduce residents to the garden city and to our work. They provide an opportunity for residents to meet each other and the EDC team. We paired the event in Springhead with a community planting session of the Edible Ebbsfleet site at Eastgate and the Ashmere event with a Bike Repair session and taster session for the upcoming Sport on Your Doorstep programme. Both events were well attended and received positive feedback.



Images of residents attending the Welcome Event at Ashmere (top), taking part in planting activities and a sports taster session.

Images of residents at Springhead Park who attended the Welcome event at Eastgate and took part in planting the edible garden there.

- 5.4. EDC launched a challenge via the Betterpoints across May to align with National Walking Month. All users who registered a walk or wheeling activity within the Ebbsfleet award zone throughout the month earned 150 extra points. During May we celebrated a local resident – Dorothy who won £25 worth of points for sharing her story of how the App has benefited her. She said:

"Working full-time and taking care of young kids didn't leave me much time to exercise. Since discovering the app, I started jogging once or twice a week. This was my time where I could switch off and do something I enjoy, that was just for me, the time where I could reset mentally whilst doing some exercise. I like that there are lots of challenges, which is quite motivating. They give me a sense of satisfaction that I managed to get out of the house and accomplish something that is good not only for my body but also for my mind. I am definitely more active and would also like to inspire others."



Image of Dorothy,
one of our
Betterpoints users,
Dorothy, on her bike

- 5.5. EDC attended Ebbsfleet Academy's Careers Fair on Friday 13th June to inform young people of apprenticeship opportunities in the local area and what we, as a corporation, do. Fascinatingly, younger students were especially engaged with our work. The provision of sports facilities was a particularly popular topic and activities for younger residents.
- 5.6. EDC held a Taster Day for year 12s at the Observatory on Monday 9th June, with all thirteen students in attendance expressing that they would recommend the day to others! The day was described as "very interesting," "fun," "wonderful, informative, and enjoyable." The students participated in a variety of activities, ranging from a skills workshop, career overviews, and a bridge building challenge. The variety of activities meant that a group of students who were incredibly quiet upon arrival ended the day happily, speaking to new people.
- 5.7. EDC also attended Wilmington Grammers careers day where officers shared what they do in their jobs, their education path and how young people can get into the industry.

6. Forward Look

- 6.1. The Creative Exchange are working with Blueprint Arts to deliver one of the annual Ebbsfleet city-wide events, for the first time, to be held in Cable Wharf. 'A Curious Garden' event will focus on the heritage of Rosherville Gardens and is planned for 12th July. The event will be held to follow the planned Northfleet carnival (which is held in the morning) in the hope that new and existing communities in the area will come together.



- 6.2. EDC will continue with monthly Drop-In sessions to improve visibility and accessibility to the local community about our work. Over the next few months these will be held in Springhead, Ebbsfleet Cross and Alkerden.
- 6.3. EDC will have a presence at the Ebbsfleet Green Primary School Summer Fayre on the 28th of June and at the Ebbsfleet Summer Market in Castle Hill on the 19th of July where we will be joined by Fastrack to promote the service through to Bluewater.
- 6.4. EDC have commissioned a local CIC, Sport on Your Doorstep to deliver physical activity sessions in Northfleet, Ebbsfleet Cross, Cable Wharf and Ashmere over the summer. The CIC use sport to address community challenges and opportunities such as volunteering, community cohesion, and can target and tailor their delivery to reach seldom heard people or people of particular diversity, gender or age who would be less likely to engage in community activities. The locations have been chosen in response to feedback from the Resident Satisfaction Survey which demonstrated that these areas feel less well connected, satisfied or with lower levels of physical activity. The sessions will begin in July and run until the end of September with the aim of identifying residents who would like to volunteer to be trained to continue to deliver similar sessions once the project ends.

- 6.5. The Ebbsfleet Community Runners continue to get good numbers attending, and on 12th July, 24 members are all heading up to the Olympic Village to complete a 10km or 5km race.
- 6.6. Over the school summer holidays, Ebbsfleet Baptist Church plan to hold some more Coffee Shop Craft days in the Blue Bean.
- 6.7. The Castle Hill, Friday coffee morning will meet in Elephant Park during August.
- 6.8. The Ebbsfleet Baptist Church community are hosting an international picnic in Shorne Country park over the summer, celebrating the cultural diversity of the Ebbsfleet by sharing the variety of picnic foods that people bring. The group have planned for a further beach trip to Joss Bay, also during the summer period. The church will also hold their first baptismal service in the open air over the summer (time and location tbc)

Ebbsfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Development, Infrastructure & Enabling Update

Paper Number: EDC 025/042

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 recommended to **NOTE** the paper and the matters covered.

Annexes

None

Delegation

Not Applicable.

Financial Impact

Capital: The investment programme reflects the capital requirements associated with the development, infrastructure and enabling 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
 - Green Corridors 3
 - Ebbsfleet Gateway

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 updated to ensure this can be delivered in phases or as whole.
- 3.3. In addition to reviewing and updating the masterplan and infrastructure scope of works, the focus of work in the last reporting period has been on commencing the initial activities for the Stage 1 Contractor Procurement for the revised infrastructure scope of works which included the Early Market Engagement Notice for the works.

4. Northfleet Embankment East

- 4.1. Following 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, they have completed the review of existing site investigation data and have proposed a scope of further site investigations which are required in order to provide a comprehensive understanding of the site and deliver a robust Remediation and Earthworks Strategy.

5. Ebbsfleet Green Community Buildings

- 5.1. The main structure of Weldon Wellbeing Pavillion, adjacent to the Spring River pub, is completed with attention now focused on securing a weathertight enclosure ready for fitting out the internal spaces. Perimeter retaining walls and site drainage are completed with works to form the new 3G pitches and external grounds are underway. Please see Figure 1 below.
- 5.2. The Weldon Heart community facility, next to the Ebbsfleet Green Primary School, is now weathertight with all windows, doors and cladding installed and installation of buildings services in progress. External works for the play area and surrounding public realm has commenced. Please see Figure 2 below.

Figure 1: Weldon Wellbeing Pavillion



Figure 2: Weldon Heart



Infrastructure and Enabling Projects

6. Springhead Bridge

- 6.1. The road resurfacing and Principal Inspection remedial works are now complete, although there has been some vandalism at both bridge abutments. KCC Highways officers have visited site to inspect the resurfacing remedials including a full review of the highways and street furniture works and have confirmed that S278 and S38 can be signed off following the rectification of a non-striking speed limit sign. A further site visit with a KCC Structures Inspector is scheduled to review and formally sign off the Principal Inspection works to enable KCC to close out their Health and Safety File and then issue the relevant Certificate of Construction Compliance to EDC, to facilitate KCC Adoption of Springhead Bridge.

7. Northfleet Waste-Water Treatment Works

- 7.1. Southern Water's appointed contractor is pushing on with the feasibility and scoping works and reviewing the Option B design with no change currently in the AMP8 (Asset Management Plan) funded proposed programme for construction commencement in 2027 and completion in 2029. Southern Water have reiterated that the additional extra odour control scope remains the same covering early treatment stages.
- 7.2. Discussions continue with Southern Water on the timing and content of a new grant agreement to facilitate the 'extra-over' odour control design.

8. Electricity Supply Infrastructure

- 8.1. Construction of the new Northfleet Embankment Primary Substation continues to progress well with the visual enhancements to the concrete blast walls looking good. The Switch room structure and Transformer bunds are complete. Primary transformers and switchgear equipment have been delivered and are awaiting installation.
- 8.2. The focus for UKPN is now on the cable route design and cable route consents, easements and access rights including various legals and liabilities with multiple stakeholders. The design principles for Ebbsfleet Central Car Park D and the Primary Substation is now agreed, with UKPN working up designs that include the construction compound position and access/egress along with an associated impact assessment for the existing car park space removal, circulation remodelling and potential street lighting requirements.
- 8.3. UKPN continue to progress with the detailed design phase for the Ebbsfleet Central primary substation. UKPN have submitted draft plans prior to the formal pre-app with the Planning Authority.

9. Fastrack - Bean Tunnel

- 9.1. Planning was granted on 7th March 25, KCC are now drafting the Habitat Management and Monitoring Plan to fit with the BNG requirements which will require sign off from Bluewater.
- 9.2. Discussions are still ongoing regarding the Consolidated Legal Agreement. KCC's procurement of a contractor is ongoing with appointment subject to the BNG and legal matters above being finalised. KCC are currently anticipating a late summer 2025 construction start for a winter 2026 completion, however, programmes will need to be re-reviewed once procurement is completed.

Ebbfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Finance, Operations & Programme Report as at 30 June 2025

Paper Number: EDC 025/043

Presented By: Gerard Whiteman, Director of Corporate Services

Sub Committee: Not Applicable

Purpose of Paper and Executive Summary

To inform the Board of the 2025/26 budget allocation and forecast outturn position, together with workforce and other operational issues. Some updated policies are also seeking Board approval.

EDC Business Plan & KPIs

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

Recommendation

FOR DECISION

Board is recommended to **NOTE** the report and to:

AGREE the 25/26 revenue budget;

APPROVE the updated Scheme of delegations document;

APPROVE the updated Special Leave Policy;

APPROVE the updated Equality Policy;

APPROVE the updated Counter Fraud Policy.

Annexes

Annex A – 2025/26 Revenue budget

Annex B – EDC Scheme of Delegations

Annex C – EDC HR policies - Special Leave Policy and Equality Policy

Annex D – EDC's Anti-Fraud, Bribery and Corruption Policy.

Delegation

As set out in the report.

Financial Impact

As outlined in the report.

Legal Impact

Not Applicable, unless specifically referenced in the relevant section.

Equalities Impact

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

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 2025/26 allocations for the year together with workforce and other operational issues as at 30th June 2025.

2. 2025/26 Revenue (RDEL) Operational Budget

- 2.1. EDC's RDEL revenue funding allocation from MHCLG has now been formally confirmed for 2025/26 at £6.5 million. This is in line with the information provided to Board at the May 2025 meeting and is an increase in RDEL of £500,000 compared to the 2024/25 RDEL allocation.
- 2.2. In addition to the £6.5 million, MHCLG have also approved that EDC can utilise RDEL receipts up to the value of circa.£1m in 2025/26. Therefore, the gross RDEL budget for 2025/26 has been set at £7.5 million. Details of the RDEL budget can be found at Annex A.
- 2.3. Now that MHCLG have formally confirmed the £6.5m allocation, Board are recommended to agree the £7.5m gross revenue budget for 2025/26.
- 2.4. The current forecast is that the whole £7.5m gross RDEL budget will be utilised in the year.

3. 2025/26 Programme Expenditure – Capital

- 3.1 The capital (CDEL) allocation from MHCLG for 2025/26 was confirmed at £37.49m. This excludes any CDEL receipts generated by EDC in year.
- 3.2 In May 25, we reported to Board a forecast outturn for the full year capital spend as £28.1m. Following further refinement and re-profiling, the latest forecast has been scaled back to £20.17m.
- 3.3 Actual CDEL spend to date for the current YTD is £2.66m.
- 3.4 The overall CDEL programme is monitored under five activity headings. These are listed in Table 1 below along with the 2025/26 actual spend breakdown.

Table 1 – 2025/26 Capital Expenditure

Project Area	Actual Spend YTD 30 June 2025* (£m)	Forecast Outturn Full Year 2025/26 (£m)
Ebbsfleet Central	1.04	6.59
Northfleet Riverside	0.14	0.84
Transport and Utilities	0.01	3.58
Civic	1.46	9.14
Stewardship / Other	0.01	0.02
Total	2.66	20.17
2025/26 Budget (excluding receipts)		37.49
Variance - Over/(underspend)		(17.32)

**Actual Spend includes estimate of spend for June 2025*

3.5 The reduction in spend from the £28.1m forecast outturn most recently notified to Board in May 2025 is mainly due to:

- Ebbsfleet Central work reforecast into future years to align with re-phasing profile.
- Removal of Electricity 25/26 forecast to align with UKPN's updated programme.
- Alkerden Hub reprofiling of spend.
- Northfleet Embankment East de-risking works taking longer than expected to complete, causing a delay to programme and therefore pushing back spend.

4. 2025/26 Programme Expenditure – Revenue (RDEL)

4.1 The available programme revenue budget (included within the overall RDEL revenue budget) for 2025/26 is £1.334m.

4.2 The current forecast outturn for the year is £1.334m.

4.3 Actual spend to date for the current financial year is £239k.

4.4 As above, the RDEL programme is monitored under five activity headings. These are listed in Table 2 along with the 2025/26 actual spend breakdown.

Table 2 – 2025/26 Revenue Expenditure

Project Area	Actual Spend YTD 30 June 2025* (£k)	Forecast Outturn Full Year 2025/26 (£k)
Ebbsfleet Central	14	5
Northfleet Riverside	0	0
Transport and Utilities	14	149
Civic	141	900
Stewardship / Other	70	280
Total	239	1,334
2025/26 Budget		1,334
Variance - Over/(underspend)		-

**Actual Spend includes estimate of spend for June 2025*

5. Programme Level risks

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

- No formal budget allocation as yet confirmed for the SR period beyond March 2026, 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. This has been somewhat assuaged recently by the changes to MHCLG / EDC Capital Budget delegations as set out in the 25 /26 budget allocation and delegations letter from the Ministry.

6. Health and Safety

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

Table 3: CDM Health and Safety Report

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

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

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

Area	LTI's	Near Misses	Incident Nature	Outcome
Ebbsfleet Central – Bamber Pit	0	0	Various instances of trespass and fence damage	Fence(s) repaired - Ongoing security
Ebbsfleet Central – Blue Lake	0	0	Trespass and fence damage	Fence(s) repaired - Ongoing security
Grove Road – Foundry building	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 Several new starts are about to take up post, being: Transport Project Manager, Principal Planner (Ebbsfleet Central Team), Senior Development Surveyor, Head of Development (Ebbsfleet Central).
- 10.3 We also have some recruitment campaigns under way, or about to launch, being: replacement Business Support Officer following a vacancy arising in the Programme Management Office (PMO), and re-advertising of the Pre-Construction Services Manager position.
- 10.4 The headcount as at 30th June 2025 is 51.53 FTE.

11 Delegations

- 11.1 Attached at Annex B is an updated Scheme of Delegation document for Board's annual review and approval (Board last reviewed the document in May 2024). It includes the following updates:
- To reflect that EDCs Board approval capital (CDEL) limits have been increased by MHCLG to £30 million.

- The other changes to the document are relatively minor, with modest financial increases proposed in certain areas. The increased amounts proposed in the admin areas, create a more consistent financial approval level in the document (thus enabling easier checking by the Finance Team). The increased amounts also reflect historical spend activity, so will assist Senior Managers to effectively manage their areas and control budgets, in conjunction with their directors.
 - The changes also include a recommendation from GIAA (following a recent audit) to confirm that the Chief Executive's approval of any Corporation spend made on behalf of NEDs, (using EDC's debit card) is required
- 11.2 The proposed changes to the delegations have been highlighted in yellow within the annex. ARAC have also reviewed the proposed changes, and a verbal update will be provided at the Board meeting.

12 HR Policies - Special Leave Policy and Equality Policy

- 12.1 EDC has a set of HR policies which are reviewed from time to time for any required changes (e.g. because of new/changed legislation) or clarifications needed. The CEO has a delegation from the Board (agreed 14 June 2023) to make '*minor alterations / refinements to policies to ensure they are up to date, reflect legislation / best practice and or correct grammar issue or typos*' providing that ARAC is notified of proposed changes so that ARAC can request further details of changes if required. This delegation does not cover more substantial changes to policies, which must be agreed by the Board.
- 12.2 Officers have recently reviewed our HR policies and there are a range of minor alterations throughout – for example minor clarifications, and also to update references to our sponsor department from 'DLUHC' to 'MHCLG'. During this review more substantial changes were identified as being required to two particular policies – the Special Leave Policy and the Equality Policy. The policies and the proposed tracked changes are presented to the Board for approval at Annex C.
- 12.3 The changes to the Special Leave Policy are intended to clarify the circumstances under which special leave can be requested, clarify the maximum amount, and confirm who in EDC can authorise such requests. Board will wish to note that it is rare for staff to request special leave, and the aim of the changes is primarily to provide clearer guidance for any future requests of this nature.
- 12.4 The changes to the Equality Policy are to clarify the current workforce data that is collected by the Corporation on staff, and also to confirm our commitment to recruiting to all permanent EDC roles under fair and open

recruitment methods and also our commitment to making reasonable adjustments for staff and visitors who consider themselves to be disabled.

13 Anti-Fraud, Bribery and Corruption Policy.

- 13.1 Attached at Annex D is an updated anti-fraud, bribery and corruption policy.
- 13.2 MHCLG requested that each of its Arm Length Bodies check and verify that financial, procurement and overtime policy and controls are operational and working as intended. The Corporation has done this check and confirmed to MHCLG that it considers that effective counter fraud controls are in place at EDC.
- 13.3 As part of that checking process, EDC's Anti-Fraud, Bribery and Corruption policy was reviewed and updated. ARAC have reviewed the proposed changes to the document, made one recommendation and endorsed the changes.
- 13.4 The updates to the policy are relatively minor (in the introduction section, minor amends have been made to fully reflect the counter fraud functional standard requirements i.e. the risk appetite is stated, lessons learnt etc). These revised sections are highlighted in yellow.
- 13.5 This policy is available to all staff as part of the staff handbook.
- 13.6 Board is asked to approve the updated Anti-Fraud, Bribery and Corruption Policy.

14 Recommendations

- 14.1 Board is recommended to NOTE the report and to:
 - **AGREE** the 25/26 revenue budget;
 - **APPROVE** the updated Scheme of delegations document;
 - **APPROVE** the updated Special Leave Policy;
 - **APPROVE** the updated Equality Policy;
 - **APPROVE** the updated Counter Fraud Policy.

Budget Heading	Full Year Budget 2025/26 £	YTD Budget Month 3 June 25 £	YTD Actual Month 3 June 25 £	YTD Variance Month 3 June 25 £	Full Year Forecast Outturn 2025/26 £	Full Year Forecast Variance 2025/26 £	Comments
Board Fees							
Chairman	28,000	7,000	7,000	-	28,000	-	
Other Board Members	84,000	21,000	16,500	(4,500)	79,500	(4,500)	Vacancy
Independent Members (Planning Committee)	10,000	2,500	1,000	(1,500)	10,000	-	
Employer's Oncosts - Board Members	10,500	2,625	2,430	(195)	10,500	-	
	132,500	33,125	26,930	(6,195)	128,000	(4,500)	
Employee Salary Costs							
CEO Team	290,355	72,590	70,820	(1,770)	292,480	2,125	Pay award assumed 3.25%
Projects & Development Team	363,055	90,765	72,285	(18,480)	367,290	4,235	
Infrastructure & Enabling Team	315,885	78,970	59,795	(19,175)	300,385	(15,500)	Vacancy Savings
Planning & Place Team	1,214,110	303,530	283,475	(20,055)	1,234,845	20,735	
Corporate Services Team	648,815	162,205	157,490	(4,715)	650,000	1,185	
Employer's NICs	389,320	97,330	85,780	(11,550)	391,350	2,030	
Employer's Pension Contributions	620,255	155,065	143,785	(11,280)	622,145	1,890	
	68,000	-	-	-	68,000	-	
Performance Related Pay							
	3,909,795	960,455	873,430	(87,025)	3,926,495	16,700	
Interim/ Agency Staff Costs							
External HR and Payroll	150,000	37,500	36,885	(615)	150,000	-	
	26,000	6,500	2,690	(3,810)	26,000	-	
	176,000	44,000	39,575	(4,425)	176,000	-	
TOTAL PAY COSTS	4,218,295	1,037,580	939,935	(97,645)	4,230,495	12,200	
Premises Costs (Owned/Leased/Temp Usage)							
	302,000	75,500	43,515	(31,985)	302,000	-	
	-	-	-	-	-	-	
ICT							
Office Equip/ Consumables / Stationery / Postage	300,000	75,000	88,590	13,590	300,000	-	
Corporate Legal Support	30,000	7,500	365	(7,135)	30,000	-	
Other External Support to Corporate Services	20,000	5,000	2,580	(2,420)	20,000	-	
External Audit (National Audit Office)	55,000	4,090	305	(3,785)	55,000	-	
Internal Audit (Government Internal Audit Agency)	65,000	16,250	21,250	5,000	85,000	20,000	Increased NAO Audit fee
Insurance	35,000	8,750	5,880	(2,870)	43,000	8,000	Increased GIAA Audit fee
	70,000	17,500	16,685	(615)	90,000	20,000	
Comms/ Business Engagement							
	60,000	15,000	19,040	4,040	60,000	-	
Travel & Subsistence	26,000	6,500	1,935	(4,565)	26,000	-	
Vehicle hire	10,000	2,500	-	(2,500)	10,000	-	
Recruitment Advertising	15,000	3,750	910	(2,840)	15,000	-	
Training	50,000	12,500	15,115	2,615	50,000	-	
Corporate memberships	20,000	5,000	1,890	(3,110)	20,000	-	
Other Staff Costs (Prof Subs/PPE etc)	20,000	5,000	5,785	785	20,000	-	
	-	-	-	-	-	-	
External support to Planning Service							
	290,000	72,500	18,265	(54,235)	290,000	-	
	-	-	-	-	-	-	
CSR/ Business Plan / KPI Monitoring							
	20,000	-	-	-	20,000	-	
Bank Charges							
	2,000	500	380	(120)	2,000	-	
Expenditure Funded by Ext Grants & Contribs							
	-	-	-	-	-	-	
TOTAL NON-PAY COSTS	1,390,000	332,840	242,690	(90,150)	1,438,000	48,000	
Programme Revenue							
	1,334,200	333,550	239,000	(94,550)	1,334,000	(200)	
Estate & Asset Management Costs							
	565,000	141,250	108,750	(32,500)	565,000	-	
TOTAL EXPENDITURE	7,507,495	1,845,220	1,530,375	- 314,845	7,567,495	60,000	
Income from Central Area & Other Owned Sites							
	(265,000)	(66,250)	(118,970)	(52,720)	(325,000)	(60,000)	
Planning Fees income							
	(290,000)	(72,500)	(49,205)	23,295	(290,000)	-	
Other Income							
	-	-	-	-	-	-	
Use of Receipts Rolled Forward							
	(452,495)	(113,120)	-	113,120	(452,495)	-	
TOTAL INCOME	(1,007,495)	(251,870)	(168,175)	83,695	(1,067,495)	(60,000)	
Net Expenditure	6,500,000	1,593,350	1,362,200	(231,150)	6,500,000	-	

Ebbfleet Development Corporation

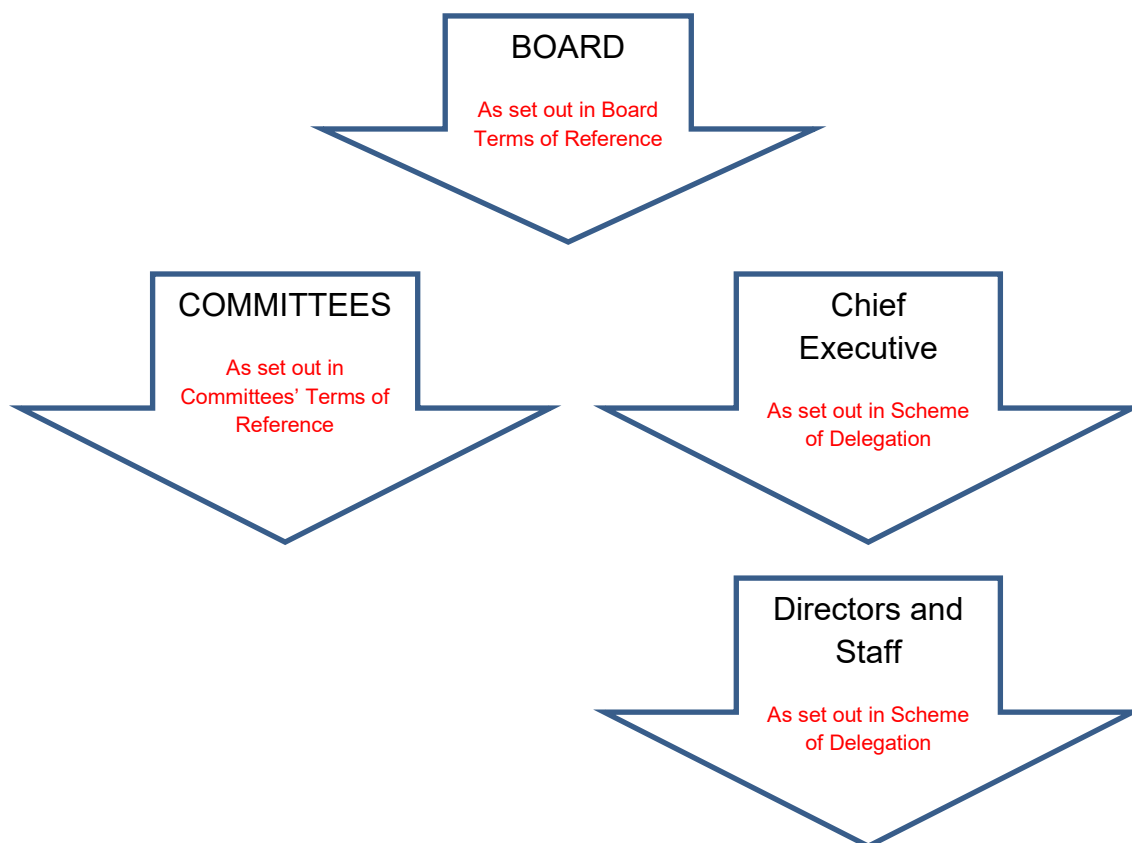
Scheme of Delegation

1 Introduction

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

2 Delegations Pathway

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



3 Delegations from the Board to the Chief Executive

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

4 Delegations from the Chief Executive

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

5 Financial and Operational Delegations

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

exercise the delegations appropriate to that post.

5.2 Delegation Check List

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

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

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

No	Item	Delegation
		<p>value of £100,000 per annum. Rents above this value must also obtain EDC Board approval.</p> <p>Any purchases made on behalf of Non-Executive Directors (NEDs) using an EDC debit card, should be approved in writing by the EDC Chief Executive.</p>
20	Developer financial contributions received	<p>For Non-Discretionary Funds i.e. Ringfenced for specific facilities or services which are specified planning requirements, and where there is no discretion on the part of the LPA as to how these funds are applied:</p> <p>Approval for payment to a public body or other appropriate organisation to secure delivery of specified facilities or services - Director of Planning and Place.</p> <p>For Discretionary Funds i.e. Where there are options as to how the contributions can be applied by the LPA;</p> <p>Approval for payment up to £250,000 - Director of Planning and Place</p> <p>For payments above £250,000 - Director of Planning & Place, who must act in consultation with a panel that comprises the Chief Executive and Chair of the Planning Committee</p>

EDC Programme Delegations – expenditure (July 2025)

	CDEL Programme	
Project Approval	EDC Board – up to £30m £10m MHCLG – up to £250m £30m HMT – amounts above £250m £30m	
Purchase Order (PO) Approval	CEO / Directors	Staff Members, below Director level who are members of the Senior Managers Group (SMG). These individuals are generally “Heads of” roles.
	As Project SRO - up to the limit of the project approval	Up to £40k 30k (per PO) for projects within their service area
	but cannot approve PO's if they will also approve invoice	but cannot approve PO's if they will also approve invoice
Invoice approval	Relevant project PM	
	but cannot be the same individual who has approved the PO	

RDEL Programme	
<p>EDC CEO – up to £125k</p> <p>EDC Board – up to £500k</p> <p>MHCLG – amounts above £500k</p> <p>HMT – amounts above £80m £10m</p>	
CEO / Directors	<p>Staff Members, below Director level who are members of the Senior Managers Group (SMG).</p> <p>These individuals are generally “Heads of” roles.</p>
As Project SRO - up to the limit of the project approval	Up to £40k £30k (per PO) for projects within their service area
but cannot approve PO's if they will also approve invoice	but cannot approve PO's if they will also approve invoice
<p align="center">Relevant project PM</p> <p>but cannot be the same individual who has approved the PO</p>	

EDC Admin budget Delegations – expenditure (July 2025)

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

RDEL Admin				
EDC Board agree annually				
Subject to the following areas of the Admin budget (and per PO)- as follows:				
Budget Area	CEO	Relevant Director	Staff Members, below Director level who are members of the Senior Managers Group (SMG). These individuals are generally “Heads of” roles.	Line Manager
All Admin areas	Up to the annual amount agreed by Board £125k	none - but see separate budget areas (below)	none - but see separate budget areas (below)	none - but see separate budget areas (below)
Temporary staff	As above	All Directors up to £40k 20k for their Team * (once CEO has agreed to the temp)	Up to £10k for their Team* (once CEO has agreed to the temp)	n/a
Premises and Corporate costs	As above	Director of Corporate Services up to £40k £30k	n/a	n/a
Communications	As above	CEO	Head of Comms - up to £30k	n/a
Planning Support	As above	Director of Planning & Place up to £50k	Head of Development Management – up to £30k	n/a
Recruitment costs	As above	All Directors up to £2k for their Team * (once CEO has agreed to the recruitment)	n/a	n/a

		Staff Expenses – Travel and subsistence (nb – that CEO approval is required for some T&S items in advance)	As above	All Directors up to £500 £1k per monthly claim (per individual) for their staff	Up to £500 £250 per monthly claim (per individual) for their staff	Up to £500 £250 per monthly claim (per individual) for their staff
		Board Member and Committee members-Travel	As above	Director of Corporate Services – up to £500 per claim Director of Planning & Place – up to £500 per claim (for Planning Committee members only)	n/a	n/a
		Other staff costs including training and professional subscriptions	As above	All Directors up to £1k £2k for their staff	n/a	n/a
		Estate / Asset Management	As above	Director of Corporate Services up to £30k £40k	n/a	n/a
Invoice approval	Assistant Director of Finance	Staff Members, below Director level who are members of the Senior Managers Group (SMG). These SMG individuals are generally “Heads of” roles. Also, relevant Line Manager or staff member - but in all cases it cannot be the same individual who has approved the PO.				

Annex C (iii)

Special Leave Policy

This policy covers all special leave except for maternity, adoption, paternity leave and shared parental leave.

1. Applying for special leave

1.1 You can apply for special leave, either paid or unpaid, to your line manager and Director. Your Director can approve requests for special leave up to certain limits.

Some requests will require CEO approval.

2. Submitting your request for special leave

2.1 Unless exceptional circumstances apply, All applications for special leave must be submitted in writing and in advance to your line manager and Director by email.

2.2 In exceptional circumstances (for example, sudden bereavement or domestic distress) you may apply for special leave on the day of the absence or after you return from an absence. However, this is conditional on whether you have informed your Director, via your line manager as soon as possible of the reason why you are unable to work.

2.3 Any requests for special leave exceeding the limits for special leave with or without pay should be referred to the Chief Executive.

3. Effect of special leave on reckonable service and entitlements

3.1 If you are on paid special leave:

- it is considered reckonable service (e.g. service which counts towards your pension).

3.1 If you are on unpaid special leave:

- it does not count as reckonable service, unless granted in connection with training in one of the Reserve Forces or for Voluntary Public Service.
- you will not be entitled to any other form of leave whilst on special leave.

4. Effect of unpaid special leave on annual leave and sick absence

4.1 If you are absent for any period of approved unpaid special leave, your annual leave allowance will be reduced pro rata and you will not be entitled to take any part of that period as annual leave or sick absence.

5. Special leave with pay

5.1 The rules for special leave with pay are:

- Any public holiday, Saturday, or Sunday which occurs at the beginning or end of a period of special leave does not count as part of the special leave.
- If a public holiday, Saturday or Sunday occurs within a period of special leave with pay, it will not count as part of your special leave.
- You will not be entitled to take an extra day of special leave in lieu of any bank or public holiday which occurs during the period of any approved special leave.

6. Special leave without pay

6.1 The rules for special leave without pay are:

- Any public holiday, Saturday, or Sunday which occurs at the beginning or end of a period of special leave does not count as part of the period of special leave.
- If a public holiday, Saturday or Sunday occurs within a period of special leave without pay, it will count as part of special leave. This means that you will not receive pay for it, nor will you be entitled to a day off in lieu on return to duty.

7. Extended unpaid special leave

You have no contractual entitlement to extended unpaid special leave (3-12 months) but subject to operational considerations, you may be granted such leave.

You can get full details of extended unpaid special leave arrangements from the Head of HR.

8. Returning to work after special leave

8.1 You have the right to return to work before or at the end of the period of special leave that has been agreed. In most cases this will mean returning to the same job.

8.2 However, if you are returning after a long period of absence it may be necessary for you to return to a different, but otherwise suitable job.

9. Special leave with specific arrangements in place

9.1 There are certain types of special leave which have their own sets of rules in place.

- **Maternity, paternity, adoption and parental leave:** there are specific rules and arrangements for maternity, paternity, adoption and parental leave. See [Maternity, Adoption, Paternity & Parental Leave Policy-maternity and paternity leave and shared parental leave](#).
- **Time off for health and safety representatives:** health and safety representatives get time off with pay to attend appropriate courses and to effectively carry out their functions.
- ~~Time off for emergencies involving dependents: employees have the right to take a reasonable period of time off work to deal with an emergency involving a dependent and to not to be dismissed or victimised for doing so. See special leave limits.~~
- ~~Time off for domestic arrangements: there are also special arrangements for time off to deal with other short term domestic arrangements. See special leave limits.~~

Special Leave with Pay:

Leave	Limit (per rolling year)	Policy
Bereavement – Death of a close relative, (not including a partner)	Up to 5 days, plus 2 more days if responsible for funeral arrangements	<u>This type of special leave is agreed by your Director.</u> The Employment Relations Act 1999 provides an employee with the right to take a reasonable amount of time off in consequence of a death of a dependent (see special domestic responsibility) . The term 'relative' may be taken to mean anyone who has a close relationship with the member of staff concerned, whether or not they are related by blood or marriage. For the purposes of special leave with pay in the case of bereavement, a 'close relative not including a partner' would normally mean a father, mother, brother, sister, son, daughter, grandparent, parent-in-law, or someone who has acted as a parent. An additional 2 days' special leave with pay may be granted to someone assuming primary responsibility for organising the funeral of a close relative, not including a partner. These may be deferred if circumstances require it. Special leave with pay is not intended to enable staff to carry out consequential private business, such as executor's duties.
Bereavement – Death of a partner	Up to 10 days	<u>This type of special leave is agreed by your Director.</u> Up to 10 days special leave with pay may be granted upon the death of a partner, whether or not the member of staff is organising the funeral. These days may be taken at different times and deferred for up to 3 months.
Bereavement – Loss of a Child	Two weeks of parental bereavement leave as a single block of two weeks or two separate blocks	<u>This type of special leave is agreed by your Director.</u> This policy applies to employees who suffer the loss of a child under the age of 18, including parents who suffer a stillbirth after 24 weeks of pregnancy. This type of leave can be taken if you are the parent of the child who has passed away, or the partner of the child's parent. In general, this type of leave can be taken if you have parental responsibility for the child, including adoptive parents. It can be taken within the 56 weeks after a bereavement. If you have lost more than one child, you have a separate entitlement to bereavement leave for each child who has passed away. If you need to take parental bereavement leave within the first 56 days after your bereavement, you can take the leave straight away and you do not have to provide any notice. Please let your line manager know no later than when you are due to start work on the first day on which you wish to take leave or, if that is not feasible, as soon as you can. To take leave more than 56 days after your bereavement, please give your line manager at least one week's notice.
<u>Bereavement (other)</u>	<u>Up to 1 day</u>	<u>Your Director can grant you special leave with pay to attend the funeral of relatives or close friends not covered by other categories of bereavement leave set out in this policy.</u>

Court – Attendance as a witness	Period required by the court	<u>This type of special leave is agreed by your Director.</u> Witness in civil or criminal proceedings or coroners court.
IVF	Up to 4 days per round of treatment	<u>This type of special leave is agreed by your Director.</u> Up to 4 days for each round of treatment, <u>including for</u> recovery following procedure
Domestic emergencies	1 to 15 days Up to 3 single days in a rolling 12 month period with Director approval. More than 3 days or more than 1 consecutive day requires CEO approval	<p>You can take up to 15 days sSpecial paid leave may be granted to deal with short-term domestic problems in exceptional circumstances. Requests for this type of special paid leave should be made to your line manager and Director. Directors can agree up to 3 days of special paid leave in any 12 month rolling period. Each period should be no longer than 1 day. The CEO's approval is required for more than 3 days special paid leave for domestic emergencies in any 12 month rolling period or for any emergency that is longer than 1 day. Line managers have delegated authority to approve up to 8 days paid leave. Should any of the additional 7 days paid leave be required then authorisation must be obtained</p> <p>As a minimum, tThe Employment Relations Act 1999 provides an employee with the right to take a reasonable amount of time off for dependants in the following circumstances:</p> <ul style="list-style-type: none"> • if a dependant falls ill, gives birth or is injured or assaulted • to make arrangements for the provision of care for a dependant who is injured or ill • in consequence of the death of a dependant • to deal with an unexpected disruption or breakdown in care arrangements • to deal with an unexpected incident involving an employee's child while they are at school. <p>In these circumstances a dependant is a partner, child or parent. In the cases of illness, injury or where care arrangements have broken down, a dependant may also be someone who reasonably relies on the employee for assistance.</p> <p>The Employment Relations Act does not require such leave to be paid. However, pPaid leave may be granted to deal with a range of circumstances where a member of staff needs to spend time at home or with a relative for domestic emergencies, and where the taking of annual leave is not appropriate. These circumstances might include:</p> <ul style="list-style-type: none"> • taking care of or making arrangements for dealing with the illness or incapacity of a sick relative • medical appointments for children and other dependants • unforeseen breakdown in childcare or other care arrangements • unavoidable and severe damage or disruption to property, such as flooding or burglary

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 Foster Carers	Up to 15 days	<p><u>This type of special leave is agreed by your Director.</u></p> <ul style="list-style-type: none"> Assessment for approval to become foster carers – up to 5 days can be taken in a 12-month rolling period additional discretionary leave of up to 10 days in a 12-month rolling period can be taken at the start of a planned permanent placement to help the child settle. This leave is available for staff with Foster Carers and Family and Friends Carers responsibilities. If both parents are employed by the Corporation, one parent would receive up to 10 days and the other up to 5 days. See special leave without pay for meetings with police, social services, teachers etc.
Special Leave at the discretion of the CEO	Various	In exceptional circumstances and for reasons not covered by other categories of special leave the CEO can use their discretion to grant special leave with or without pay.
 Jury Service	Time spent on jury service	<p><u>This type of special leave is agreed by your Director.</u></p> <p>You may claim travelling and subsistence expenses against the court but you must not claim or accept compensation for loss of earnings.</p>
 Study Leave	Various	<p>Study leave should be agreed by the Line Manager and Director and the length of study leave will depend on the course of study being undertaken.</p> <p>As a guide, for a degree course or equivalent 20 days total but no more than 10 days to be taken in the last year of the course. Open University courses – an additional 20 days throughout the course for summer school. A level courses up to 10 days in total. GCSE courses up to 5 days.</p>

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Voluntary Public Service (with pay):

This type of special leave is agreed by your Director.
See voluntary public service table below.

Leave	Limit (per rolling year unless otherwise stated)	Policy
Attendance at meetings or other essential business of nationally recognised voluntary or public bodies (for instance, becoming a school governor)	6 days	Where it is in the Corporation's interest to assist the work of such bodies or otherwise improve the experience of employees.
Local Government work	18 days	Elected members of a local authority including Mayors in their mayoral year and chairman <u>Chairs</u> of councils.
Magisterial duties – Justice of the Peace	18 days	Plus reasonable travelling time to permit up to 26 attendances.
National Voluntary youth organisations	5 days over 2 years	Attending training courses in youth leadership.
Voluntary activity within the community in which you live or work. This can include attendance at meetings or other essential business of nationally recognised charities, voluntary and public bodies or local community projects	6 days	Where it is in the Corporation's interest to assist the work of such bodies or otherwise improve the experience of employees.

Special Leave (without pay):

Leave	Limit	Policy
Domestic responsibilities	Up to 12 months	Unpaid special leave may be granted <u>by the CEO</u> in circumstances where an employee has heavy domestic responsibility for a long period. Approval may be given for a move to part time working or flexible working patterns. Also see special leave with pay table at the top of this page. In addition the Carer's Leave Act 2023 makes provision for employees with caring responsibilities, with entitlement of up to five unpaid working days within a 12 month period to care for or arrange care for a dependent with long term care needs.
Foster carers; family and friends carers	5 days	<u>Directors</u> Line managers have discretion to grant 5 days special leave without pay (e.g. to attend meetings, training, unforeseen emergencies relating to their fostering role, to accommodate an emergency placement etc).
School holidays	=	<u>This type of special leave is agreed by your Director.</u> Subject to business needs, may be approved provided at least part of your annual leave is also used for this purpose.

Annex O:

Equality Policy

Ebbsfleet Development Corporation is committed to encouraging equality and diversity among our workforce, and eliminating unlawful discrimination.

The aim is for our workforce to be ~~truly~~ representative of all sections of society and for each employee to feel respected and able to give their best.

The organisation is ~~also~~ committed to preventing ~~against~~ unlawful discrimination of customers or the public.

The policy's purpose is to:

- provide equality, fairness and respect for all in our employment, whether temporary, part-time or full-time
- not unlawfully discriminate because of the Equality Act 2010 protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including colour, nationality, and ethnic or national origin), religion or belief, sex (gender) and sexual orientation
- oppose and avoid all forms of unlawful discrimination. This includes in pay and benefits, terms and conditions of employment, dealing with grievances and discipline, dismissal, redundancy, leave for parents, requests for flexible working, and selection for employment, promotion, training or other developmental opportunities

The organisation commits to:

- encourage equality and diversity in the workplace as they are good practice and make business sense
- create a working environment free of bullying, harassment, victimisation and unlawful discrimination, promoting dignity and respect for all, and where individual differences and the contributions of all staff are recognised and valued
 - This commitment includes ensuring managers and all other employees are aware of their rights and responsibilities under the equality policy. Responsibilities include staff conducting themselves to help the organisation provide equal opportunities in employment, and prevent bullying, harassment, victimisation and unlawful discrimination
 - All staff should understand they, as well as their employer, can be held liable for acts of bullying, harassment, victimisation and unlawful discrimination, in the course of their employment, against fellow employees, customers, suppliers and the public
- take seriously complaints of bullying, harassment, victimisation and unlawful discrimination by fellow employees, customers, suppliers, visitors, the public and any others in the course of the organisation's work activities

- Such acts will be dealt with as misconduct under the organisation's grievance and/or disciplinary procedures, and any appropriate action will be taken. Particularly serious complaints could amount to gross misconduct and lead to dismissal without notice
- Further, sexual harassment may amount to both an employment rights matter and a criminal matter, such as in sexual assault allegations. In addition, harassment under the Protection from Harassment Act 1997 – which is not limited to circumstances where harassment relates to a protected characteristic – is a criminal offence
- make opportunities for training, development and progress available to all staff, who will be helped and encouraged to develop their full potential, so their talents and resources can be fully utilised to maximise the efficiency of the organisation
- decisions concerning staff being based on merit (apart from in any necessary and limited exemptions and exceptions allowed under the Equality Act)
- review employment practices and procedures when necessary to ensure fairness, and also update them and the policy to take account of changes in the law

~~—capturing workforce data to ensure we are legally compliant (e.g. age information for pension purposes, and details of pregnancy and maternity) monitor the make-up of the workforce regarding information such as age, gender, etc in meeting the aims and commitments set out in the equality policy. Monitoring will also include assessing how the equality policy is working in practice, reviewing them annually, and considering and taking action to address any issues~~

- adopting positive action in recruitment including offering all permanent roles through fair and open competition, using a range of advertising channels and offering a guaranteed interview scheme for candidates who consider themselves to be disabled
- making reasonable adjustments for staff and customers who consider themselves to be disabled

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The equality policy is fully supported by senior management and the EDC Board.

Details of the organisation's HR policies including grievance and disciplinary policies and procedures can be found within the Staff Handbook (available to all staff on the IT system). This includes with whom an employee should raise any concerns.

Use of the organisation's grievance and/or disciplinary procedures does not affect an employee's right to make a claim to an employment tribunal within three months of the alleged discrimination.

Ebbsfleet Development Corporation

Audit and Risk Assurance Committee

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Ebbsfleet Development Corporation

Anti-Fraud, Bribery and Corruption Policy

1. Introduction

1.1. Ebbsfleet Development Corporation (EDC) is committed to the prevention of fraud, corruption and bribery and requires all staff at all times to act honestly, ethically and with integrity and to safeguard the public resources for which the Corporation is responsible.

1.2. Fraud, corruption and bribery are ever-present threats to these resources and hence must be a concern to all members of staff and persons employed in a similar capacity. Fraud, corruption and bribery may occur internally or externally and may be perpetrated by staff, consultants, suppliers, contractors or development partners, individually or in collusion with others.

1.3. The purpose of this document is to set out the responsibilities of the Corporation and those working for us with regard to fraud, corruption and bribery prevention, provide information and guidance to those working for us on how to recognise and deal with fraud, bribery and corruption, what to do if you suspect fraud, corruption and bribery and the action that will be taken by management.

1.4 The Corporation strives to comply with the Government's Functional Standard on Counter Fraud (GovS 013). To manage this, it has an Anti-Fraud Strategy and a Fraud Action Plan, both of which are reviewed regularly by management.

1.5 EDC's Fraud risk appetite is for no fraud to occur. If any incidences are discovered, then lessons will be learnt and corrective action taken.

1.6 EDC has carried out a fraud risk assessment (FRA) for all EDC's activities. Individual fraud risk assessments will be carried out where necessary i.e. as part of the project appraisal process.

2. Who is responsible for implementing the policy?

2.1. The day-to-day responsibility for the prevention and detection of fraud, corruption and bribery rests with line managers who are responsible for:

- Identifying the risks to which systems, operations and procedures are exposed.
- Developing and maintaining effective controls to prevent and detect fraud, corruption and bribery; and
- Ensuring that controls are being complied with.

The Anti-Fraud policy is owned by the Director of Corporate Services with ultimate responsibility for it resting with the Chief Executive.

EDC has appointed the EDC Chair to have Board level responsibility for EDC's counter fraud approach.

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3. Who is covered by this policy?

3.1. This Policy applies to all staff working for the Corporation.

4. Your responsibilities (as an EDC staff member)

4.1. You must ensure that you read, understand and comply with this Policy.

4.2. The prevention, detection and reporting of fraud, bribery and other forms of corruption are the responsibility of all those working for us or under our control. All workers are required to avoid any activity that might lead to, or suggest, a breach of this Policy.

4.3. You must notify the Director of Corporate Services or Chief Executive as soon as possible if you believe or suspect that a conflict with this Policy has occurred or may occur in the future.

5. Disciplinary action

5.1. EDC views fraud, corruption and bribery very seriously. All instances will be investigated promptly, and appropriate action will be taken. The Corporation takes a zero-tolerance approach to these matters and is committed to acting professionally, openly, fairly and with integrity in all its business dealings and relationships wherever it operates and implementing and enforcing effective systems to counter fraud, corruption and bribery.

5.2. Any member of staff who breaches this Policy will face disciplinary action which could result in dismissal for gross misconduct and reporting to the appropriate authorities.

6. Fraud

Definition

6.1. In addition to the existing common law offence of conspiracy to defraud, the Fraud Act 2006 provides for a general offence of fraud with three ways of committing it. These are:

- Fraud by false representation.
- Fraud by failing to disclose information; and
- Fraud by abuse of position.

For the purpose of reporting fraud, the following are included in the fraud report: theft, false accounting, bribery and corruption, deception and collusion.

6.2. Computer fraud is where information technology equipment has been used to manipulate programs or data dishonestly (for example, by altering, substituting or destroying records, or creating spurious records), or where the use of an IT system was a material factor in the perpetration of fraud. Theft or fraudulent use of computer time and resources, including unauthorised personal browsing on the internet, is included in this definition.

EDC's responsibilities

6.3. Irrespective of the amount involved, cases of attempted, suspected or proven fraud shall be reported to the Ministry of Housing, Communities and Local Government (MHCLG) on a quarterly basis. Where cases of a substantial, novel or unusual nature arise, these will be notified immediately to the Ministry.

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The Corporation must:

- Ensure it has suitable policies and practices in place to safeguard itself against fraud and theft;
- Ensure that it communicates its policy on fraud to staff in a formal policy statement; and
- Prepare an annual report on fraud and theft
- Expect periodic checks by MHCLG on whether any new or suspected frauds have been detected.

6.4. Managing Public Money states that an 'organisation's response to fraud risk should be customised to the risks it faces'. In accordance with its recommendations the Corporation has:

- Developed an Anti-Fraud Policy and Fraud Response Plan;
- Developed an anti-fraud culture;
- Allocated responsibilities for the overall management of fraud risk;
- Established well publicised avenues for staff to report their suspicions of fraud;
- Measures the effectiveness of the fraud risk strategy; and
- Report fraud to MHCLG.

6.5. The Accounting Officer is responsible for managing EDC's risks including fraud.

Fraud response plan

6.6. The Corporation has prepared a fraud response plan (see Annex A) which will act as a checklist of actions and a guide to follow in the event that fraud is suspected. It covers:

- Notifying suspected fraud;
- The investigation process;
- Liaison with police and external audit;
- Initiation of recovery action;
- Reporting process; and
- Communication with MHCLG.

7. Bribery and Corruption

Definition

7.1. A bribe is an inducement or reward offered, promised or provided in order to gain any commercial, contractual, regulatory or personal advantage. Even if a bribe is turned down or fails to have the intended effect, it is still a bribe. If you have any doubt as to whether something is a bribe, you should speak to your line manager or the Director of Corporate Services.

7.2. EDC is bound by the Bribery Act 2010. Bribery and corruption are punishable by individuals for up to ten years' imprisonment and if EDC is found to have taken part in corruption, it could face an unlimited fine, be excluded from tendering for public contracts and face damage to its reputation. EDC therefore takes its responsibilities very seriously in this regard. We have identified that the following are particular risks for the Corporation.

7.3. Third party means any individual or organisation you come into contact with during the course of your work for us, and includes actual and potential clients, customers, suppliers, distributors, business contacts, agents, advisers, stakeholders and government and public bodies, including their advisors.

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Gifts and hospitality

7.4. In order to maintain EDC's professional reputation, it is necessary that all staff observe the highest standards of integrity. If you are ever offered any gift or hospitality from a third party you must comply with the Corporation's gifts and hospitalities policy. You may be required to decline the offer.

What is not acceptable?

It is not acceptable for you (or someone on your behalf) to:

- Request or promise to request, a payment, gift or hospitality with the expectation or hope that a business advantage will be received, or to reward a business advantage already given;
- Accept payment from a third party that you know or suspect is offered with the expectation that it will obtain a business advantage for them;
- Accept a gift or hospitality from a third party if you know or suspect that it is offered or provided with an expectation that a business advantage will be provided by us in return;
- Threaten or retaliate against another worker who has refused to commit a bribery offence or who has raised concerns under this Policy; or
- Engage in any activity that might lead to a breach of this Policy.

7.5. All offers of gifts and events should be recorded on the Register of Gifts and Events. For the avoidance of doubt this includes corporate hospitality, i.e. invitations to sporting events, parties, dinners etc.

Agents, intermediaries and other business partners

7.6. The Corporation can be held responsible for actions of agents, intermediaries and other business partners (including suppliers and contractors) therefore:

- We generally aim to keep intermediaries and agents to a minimum;
 - You should be alert to the supply chain and if your contractor then subcontracts, your contractor should be similarly asked to ensure that any subcontractor will comply with the principles set out in this Policy and so on throughout the chain;
 - Any remuneration payable to agents or other business partners acting on behalf of the Corporation must be appropriate for the services carried out (which is to be determined objectively as far as possible); and
- Payments must never be made in cash, must be paid through the bona fide channels and no payments must be made through off-shore accounts.

Record-keeping

7.7. We must keep financial records and have appropriate internal controls in place which will evidence the business reason for making payments to third parties.

7.8. You must declare all hospitality or gifts accepted or offered, on the Gifts Register.

7.9. All accounts, invoices, memoranda and other documents and records relating to dealings with third parties, should be prepared and maintained with strict accuracy and completeness. No accounts must be kept "off-book" to facilitate or conceal improper payments.

How to raise a concern

7.10. You are encouraged to raise concerns about any issue or suspicion of malpractice at the earliest possible stage. If you are unsure whether a particular act constitutes bribery or corruption, or if you have any other queries, these should be raised with your line manager. Concerns could also be reported by following the procedure set out in EDC's Whistleblowing Policy.

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What to do if you are a victim of bribery or corruption?

7.11. It is important that you tell your line manager or the Director of Corporate Services as soon as possible if you are offered a bribe by a third party, are asked to make one, suspect that this may happen in the future, or believe that you are a victim of another form of unlawful activity.

Protection

7.12. Workers who refuse to accept or offer a bribe, or those who raise concerns or report another's wrongdoing, are sometimes worried about possible repercussions. We aim to encourage openness and will support anyone who raises genuine concerns in good faith under this policy, even if they turn out to be mistaken.

7.13. We are committed to ensuring no one suffers any detrimental treatment as a result of refusing to take part in bribery or corruption, or because of reporting in good faith their suspicion that an actual or potential bribery or other corruption offence has taken place or may take place in the future. Detrimental treatment includes dismissal, disciplinary action, threats or other unfavourable treatment connected with raising a concern. If you believe that you have suffered any such treatment, you should inform the Chief Executive immediately. If the matter is not remedied, and you are an employee, you should raise it formally using our Grievance Procedure.

Training and communication

7.14. Training on this Policy will form part of the induction process for all new staff.

7.15. Our zero-tolerance approach to bribery and corruption must be communicated to all third parties at the outset of our business relationship with them and as appropriate thereafter.

8. Adopting an Anti- Fraud approach

8.1. Adopting the right strategy is a key element in effectively countering fraud and corruption. EDC is committed to promoting a strong ethical and counter fraud culture. This anti-fraud, bribery and corruption policy is the mechanism for achieving this commitment and in particular, aims to reduce losses to fraud and corruption in all areas of EDC to an absolute minimum. It is intended to achieve this by complying with the best practice standards recommended by CIPFA's Better Governance Forum.

8.2. The strategy is not just concerned with operational activity to detect and investigate fraud and corruption, but also sets out objectives for proactive actions to deter and prevent fraud and corruption through the development of an anti-fraud and corruption culture. Real achievements will be measured by specifying appropriate outcomes against which the effectiveness of the strategy can be assessed.

8.3. This strategy and the various policies which support it will be reviewed annually.

9. Creating and Maintaining a Strong Culture

9.1. High ethical standards are an integral part of good governance. In promoting good governance standards, the Corporation aims to create an anti-fraud culture and environment to deter those who may commit fraudulent and corrupt acts and encourage those who suspect such activity to report it promptly.

9.2. The Audit, Risk and Assurance Committee have a key role to review and ensure that there are adequate arrangements in place to deal with fraud and corruption.

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9.3. A successful anti-fraud culture is one where acts of fraud and corruption are widely recognised as unacceptable behaviour and Whistleblowing is perceived as public-spirited action.

10. Deterrence

10.1. There are a number of ways to deter potential fraudsters from committing or attempting fraudulent or corrupt acts, whether they are inside and/or outside of the Corporation, and these include:-

- Publicising the fact that the Corporation is firmly set against fraud and corruption and states this at every appropriate opportunity – e.g., publicising the Whistleblowing arrangements, publications etc.;
- Acting robustly and decisively when fraud and corruption are suspected and proven – e.g., the termination of contracts, dismissal, prosecution etc.;
- Taking action to effect the maximum recoveries for the Corporation – e.g. through agreement, Court action, penalties, insurance etc.;
- Having sound internal control systems, that still allow for innovation, but at the same time do not provide the opportunity for fraud and corruption.

11. Prevention

11.1. Managers across the Corporation have an important role to play in the prevention of fraud and corruption. Managers need to understand the importance of soundly designed systems which meet key control objectives and minimise the opportunities for fraud and corruption. They are responsible for assessing the potential for fraud and corruption within their own business area's activities and for implementing appropriate strategies to reduce this risk.

12. Detection

12.1. It is the responsibility of the executive and their managers to detect fraud and corruption.

12.2. In addition, Internal Audit and External Audit will liaise closely and implement audits which will test for fraud and corruption.

12.3. However, despite the best efforts of managers and auditors, many frauds are discovered by chance or "tip-off". It is often the alertness of employees and the public that enables detection to occur.

13. Sanctions and Redress

13.1. Where financial impropriety is discovered whether perpetrated by members of staff or organisations (e.g. suppliers, contractors, and service providers) the Corporation deals with, the presumption is that the Police will be called in. The Crown Prosecution Service determines whether or not a prosecution will be pursued. Referral to the Police is a matter for the Chief Executive. Various managers will be consulted during investigations and the Director of Corporate Services will be kept informed of referrals to the Police.

13.2. Referral to the Police will not inhibit action under the Corporation's Disciplinary Procedures. Serious cases of fraud or corruption would represent gross misconduct and consequently the officer may be liable to dismissal.

13.3. In proven cases of financial loss, the Corporation will seek to recover all such losses through whatever means it considers appropriate. If the fraudster is an employee, the loss may be recovered from any monies due to the individual on termination of employment.

13.4. In the event of the Corporation receiving a request for a reference in respect of an employee who has been dismissed as a result of a fraud/irregularity investigation, the Director of Corporate Services should be contacted.

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Annex A: Fraud response plan

1. Introduction

1.1. This fraud response plan provides a checklist of actions and a guide to follow in the event that fraud is suspected. It covers:

- Notifying suspected fraud;
- The investigation process;
- Liaison with police and external audit;
- Initiation of recovery action;
- Reporting process; and
- Communication with MHCLG.

1.2. Its purpose is to define authority levels, responsibilities for action and reporting lines in the event of suspected fraud, theft or other irregularity.

1.3. It is important that all staff are able to report their concerns without fear of reprisal or victimisation and are aware of the means to do so. The Public Interest Disclosure Act 1998 (the "Whistle-blowers Act") provides appropriate protection for those who voice genuine and legitimate concerns through the proper channels. The EDC Employee Handbook contains current Whistle blowing procedures.

2. Notifying suspected fraud

2.1. The Comptroller and Auditor General (NAO) is a prescribed person under the Public Interest Disclosure Act 1998, to which external disclosures can be made relating to, "the proper conduct of public business, fraud, value for money and corruption in relation to the provision of centrally-funded public services."

More information is available at:

http://www.nao.org.uk/about_us/concerns_about_public_spending/whistleblowing.aspx

You can telephone the National Audit Office whistle blowing helpline on 020 7798 7999, or write to:

The Comptroller and Auditor General
National Audit Office
157-197 Buckingham Palace Road
London SW1W 9SP

2.2. In the first instance, any suspicion of fraud, theft or other irregularity should be reported, as a matter of urgency, to your line manager. If such action would be inappropriate, your concerns should be reported upwards to one of the following persons:

- Director of Corporate Services
- Chief Executive.

2.3. Every effort will be made to protect an informant's anonymity if requested. However, the Corporation will always encourage individuals to be identified to add more validity to the accusations and allow further investigations to be more effective. In certain circumstances, anonymity cannot be maintained. This will be advised to the informant prior to release of information.

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3. The investigation process

3.1. Suspected fraud must be investigated in an independent, open-minded and professional manner with the aim of protecting the interests of both the Corporation and the suspected individual(s). Suspicion must not be seen as guilt to be proven.

3.2. The investigation process will vary according to the circumstances of each case and will be determined by the Chief Executive. An “Investigating Officer” will be appointed to take charge of the investigation on a day-to-day basis. This will normally be the Director of Corporate Services or another independent manager, or external audit contact.

3.3. The Investigating Officer will appoint an investigating team if appropriate. This will normally comprise staff from within the Corporation or from outside.

3.4. Where initial investigations reveal that there are reasonable grounds for suspicion, and to facilitate the on-going investigation, it may be appropriate to suspend an employee against whom an accusation has been made. This decision will be taken by the Chief Executive after having obtained HR advice. Suspension should not be regarded as disciplinary action nor should it imply guilt. The process will follow the EDC disciplinary policy and procedures.

3.5. It is important, from the outset, to ensure that evidence is not contaminated, lost or destroyed. The investigating team will therefore take immediate steps to secure physical assets, including computers and any records thereon, and all other potentially evidential documents. They will also ensure, in consultation with management, that appropriate controls are introduced to prevent further loss.

3.6. The Investigating Officer will ensure that a detailed record of the investigation is maintained. This should include a chronological file recording details of all telephone conversations, discussions, meetings and interviews (with whom, who else was present and who said what), details of documents reviewed, tests and analyses undertaken, the results and their significance. Everything should be recorded, irrespective of the apparent significance at the time.

3.7. All interviews will be conducted in a fair and proper manner. Where there is a possibility of subsequent criminal action, the police will be consulted.

3.8. The findings of the investigation will be reported to the Chief Executive and who will determine, in consultation with the Investigating Officer, what further action (if any) should be taken.

4. Liaison with Police & external audit

4.1. The police generally welcome early notification of suspected fraud, particularly that of a serious or complex nature. Some frauds will lend themselves to automatic reporting to the police (such as theft by a third party). For more complex frauds the Chief Executive, following consultation with the Investigating Officer will decide if and when to contact the police. The Director of Corporate Services will report suspected frauds to the external auditors / MHCLG at an appropriate time.

4.2. All staff will co-operate fully with any police or external audit enquiries, which may have to take precedence over any internal investigation or disciplinary process. However, wherever possible, teams will co-ordinate their enquiries to maximise the effective and efficient use of resources and information.

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5. Initiation of recovery action

5.1. The Corporation will take appropriate steps, including legal action if necessary, to recover any losses arising from fraud, theft or misconduct. This may include action against third parties involved in the fraud or whose negligent actions contributed to the fraud.

6. Reporting process

6.1. Throughout any investigation, the Investigating Officer will keep the Chief Executive and Director of Corporate Services informed of progress and any developments. These reports may be verbal or in writing.

6.2. On completion of the investigation, the Investigating Officer will prepare a full written report setting out:

- Background as to how the investigation arose;
- What action was taken in response to the allegations;
- The conduct of the investigation;
- The facts that came to light and the evidence in support;
- Action taken against any party where the allegations were proved;
- Action taken to recover any losses; and
- Recommendations and/or action taken by management to reduce further exposure and to minimise any recurrence.

6.3. In order to provide a deterrent to other staff a brief and anonymised summary of the circumstances will be published on intrepid.

7. Communication with MHCLG

7.1. Irrespective of the amount involved, all cases of attempted, suspected or proven fraud shall be reported to MHCLG.

7.2. In addition, MHCLG requires an annual return of all losses arising from fraud together with details of:

- All cases of fraud perpetrated within the Corporation by members of its own staff, including cases where staff acted in collusion with outside parties;
- All computer frauds against the Corporation, whether perpetrated by staff or outside parties; and
- All cases of suspected or proven fraud by contractors arising in connection with contracts placed by the Corporation for the supply of goods and services.

7.3. The Director of Corporate Services is responsible for preparation and submission of fraud reports to MHCLG.

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Appendix B: Dos & Don'ts

Do Make a note of your concerns.

- Record all relevant details, such as the nature of your concern, the names of parties you believe to be involved, details of any telephone or other conversations with names dates and times and any witnesses.

- Notes do not need to be overly formal, but should be timed, signed and dated.

Don't Be afraid of raising your concerns.

- Timeliness is most important. The longer you delay writing up, the greater the chances of recollections becoming distorted and the case being weakened.

- The Public Interest Disclosure Act provides protection for employees who raise reasonably held concerns through the appropriate channels – whistle blowing.

- You will not suffer discrimination or victimisation as a result of following these procedures and the matter will be treated sensitively and confidentially.

Do Retain any evidence you may have.

- The quality of evidence is crucial and the more direct and tangible the evidence, the better the chances of an effective investigation.

Don't Convey your concerns to anyone other than authorised persons.

- There may be a perfectly reasonable explanation for the events that give rise to your suspicion. Spreading unsubstantiated concerns may harm innocent persons.

Do Report your suspicions promptly.

- In the first instance, report your suspicions to your line manager. If this action would be inappropriate, further guidance on disclosure can be found in EDC's Whistle-blowing Policy.

- Additionally, all concerns must be reported to Director of Corporate Services.

Don't Approach the person you suspect or try to investigate the matter yourself.

- There are special rules relating to the gathering of evidence for use in criminal cases. Any attempt to gather evidence by persons who are unfamiliar with these rules may destroy the case.