

EDC CORPORATE PLAN 2021–2025

HIGHLIGHTS & REFLECTIONS

The 2021–2025 Corporate Plan was Ebbsfleet Development Corporation’s second ‘medium-term’ strategic plan. It set out our ambitions for the period 2021–2025 and included a series of KPI (Key Performance Indicators).

The Vision for Ebbsfleet – Creating a Great Place to Live, Work and Visit



Our approach to Ebbsfleet’s regeneration builds on the **3 pillars of sustainable development**. The delivery of **up to 15,000** much needed new homes and new employment areas requires careful planning and a commitment to good place-making, excellent design and sustainable development.

Our approach to achieving sustainable development is to ensure we continually consider the community, the economy and the environment together at all stages of the development process.

We will create added value in the development of Ebbsfleet through our commitment to co-designing with local residents and businesses, and coordinating delivery to ensure a full range of services, amenities and facilities are delivered to serve our communities as soon as is feasible in the development process.

We are committed to ensuring that local residents benefit from inclusive economic growth through long-term investment, including through the creation of a range of new job opportunities.

Our Ambition for Ebbsfleet in 2025



By 2025, **up to 5,000 new homes** will have been completed in Ebbsfleet, offering an increasingly diverse range of options for purchase or rent to reflect local needs and responding to the ambitions of our changing society.

We will make continued progress against our overall target of **30% of all homes** within Ebbsfleet to be classified as ‘Affordable’, and every home completed in the next four years will meet the Building for a Healthy Life ‘green light’ standard and nationally described space standards.

By 2025, the growing community will be served by three neighbourhood centres, five primary schools, and five community buildings.

Environmental sustainability will thread through the entire community, starting with how we work as an organisation, how we invest in the community and how we procure and deliver the buildings, infrastructure and parks to serve our residents and investors.

We will also support our residents to lead more environmentally sustainable lifestyles and provide the infrastructure to enable sustainable businesses to become the norm in the Garden City.

How We Approached This

Reinterpreting Garden City Principles

- Emphasis on co-design and co-production with communities.
- Long-term economic and social value for both new and existing residents.
- Diverse, affordable housing that meets local needs.
- Homes designed to be beautiful, functional, sustainable, and future-proof.

Sustainable Living and Infrastructure

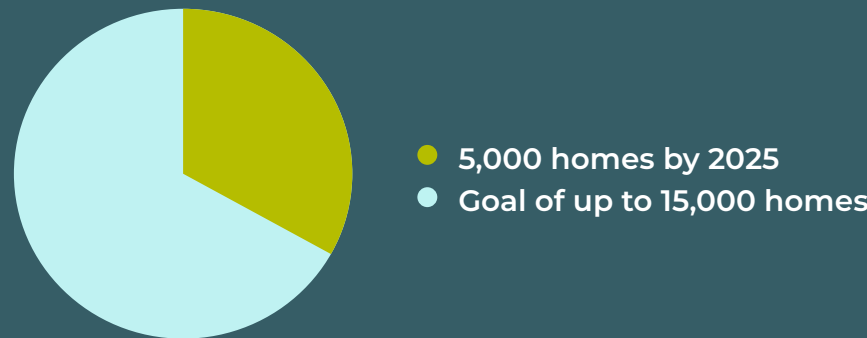


- Early delivery of walkable neighbourhoods with cultural, recreational, and social facilities.
- Investment in accessible jobs and sustainable transport systems.
- Extensive green and blue infrastructure to support biodiversity and net-zero goals.
- Initiatives like **Edible Ebbsfleet** promote local food growing and sharing.

Community Empowerment

- Residents have influence over stewardship via the **Ebbsfleet Garden City Trust**.
- Community spaces co-designed and built to high environmental standards.
- Vibrant programming of arts, culture, sports, and learning opportunities.

Ambitious Delivery Goals



- Continuing with delivery towards the **goal of up to 15,000 high-quality homes**, with over 500 new homes completed per year.
- Infrastructure and planning support to unlock housing.

Inclusive Housing Options


- Products like Help to Buy, Shared Ownership, Affordable Rent, and Social Rent.
- Custom and self-build opportunities, including for older and vulnerable residents.

Our Performance

Housing completions target exceeded in each of the four years: **2,493** in total, bringing the total number of homes in Ebbsfleet by end of March 2025 to **almost 5,000**.

100% of homes
100% of homes completed in 2021–2025 met the **Building for a Healthy Life** quality standard.

100% of homes
100% of homes are within **5 minutes walk** of a current or future public transport connection.


 **15.5 ha** of parks/open spaces
15.5 hectares of parks/open spaces were delivered, including the Platinum Jubilee Park at Castle Hill as well as almost **13km of footpaths and cycleways**.

Ebbsfleet Green primary school completed in 2021, bringing the number of primary schools in Ebbsfleet to three.

- Strong performance against the Plan ambition and the KPIs.
- Of the total number of Ebbsfleet homes, **31.5%** meet the definition of Affordable – with 898 being delivered 2021–2025.

 **£675m+**
private sector investment


- **Over £675m of private sector investment** attracted to EDC sites in the four years.
- **A2 Bean and Ebbsfleet junction** improvements delivered along with forward funding of essential electricity capacity enhancements.
- Launch and running of a range of **employability and education outreach programmes** in support of local residents, and many thousands of construction jobs created.
- **Placemaking programme** delivered initiatives on community development, resident connectedness, and arts and cultural development, engaging significant numbers of new and existing residents.
- Ebbsfleet Garden City Trust gained **charitable status** and works in partnership with EDC to develop the **long-term stewardship strategy**.
- A **strong sense of community** across Ebbsfleet, with **78%** of respondents expressing a sense of belonging in their neighbourhood and **85%** of respondents feeling safe in their community. The **Resident Satisfaction Survey** demonstrates strong performance against a number of national comparators.
- In July 2024, the Corporation’s Planning Committee resolved to grant the outline planning consent for **Ebbsfleet Central East** – a critical milestone in the creation of the urban and civic heart of Ebbsfleet Garden City.

 Resolution to grant the outline planning consent for Ebbsfleet Central East

Reflections

Valuable insights gained that are being factored into our 2025–2030 Corporate Plan include:

- Government Spending Review funding cycles have a big impact on the delivery of capital projects – **greater certainty of longer-term funding** will assist organisations like EDC to plan and deliver programmes more efficiently.
- Changes in market conditions and other external factors which cannot be predicted will affect the delivery of complex capital programmes – **delivery organisations such as EDC must therefore be flexible, ready to adapt and ready to change plans if needed**.
- **Ensuring that provision of social and community facilities and services keeps ‘in step’ with the growth of the community** is a major challenge for organisations like EDC who must work with key partners – each dependent on their own funding regimes – to support delivery of the whole place.
- Despite best intentions, it is tricky to deliver diversified homes when matters are constrained by historic outline planning permissions, and when land is not within direct control.
- **Creating the place of Ebbsfleet and the sense of community is as important as delivery of new homes**; maintaining a focus on delivering crucial facilities in line with the growing community, and ensuring residents are empowered to take active roles in their community helps maintain momentum.

 Partnership working is key to delivery in large-scale development.

 A focus on legacy needs to run in parallel to all other activities.

