

# Ebbsfleet Development Corporation Board

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

**Paper Number:** EDC 025/049

**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 DECISION**

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

Board is asked to **APPROVE** the revised Procurement and Contract Management policies contained at Annex A and B respectively. In particular, Board is asked to note the changes made to our internal processes set out in section 4.6 of the report, and to note that other changes have been made to reflect the new Procurement Act 23, which are considered to be non-material.

**Annexes**

Annex A – draft revised Procurement Policy

Annex B – draft revised Contract Management Policy

**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. On the night of 26 July a lorry travelling along Thames Way left the road, crashed through vegetation and fencing and came to rest inches from the surface of Blue Lake. Police attended and there no injuries. Our asset managers responded efficiently and effectively to the situation and remedied any damage very swiftly. The owners of the lorry were in touch very shortly afterwards accepting full liability for the damage to our property and inviting us to claim expenses from them. This has all been put in hand.
- 1.2. There have the usual acts of small scale vandalism to some of our estate at Springhead Bridge (graffiti) and at Blue Lake (damage to fences).
- 1.3. There have been no incidents of health & safety concern for members of staff since the last meeting.

### **2. Governance**

- 2.1. This is the first meeting for our new Chair, Dr David Prout. On behalf of all of our staff, I would like to welcome David and we look forward to working with him to steer the Corporation through its next phase of delivery.
- 2.2. I would also like to thank Simon Blanchflower for his help and support as interim Chair over the last 2 months.
- 2.3. In light of the recent changes in board membership it has been necessary to review the composition of the Board sub-committees. A separate paper follows shortly, seeking approval to a set of proposals in this respect.
- 2.4. The Board now has two vacancies for non-executives and the nominated representative of Kent County Council is awaiting Ministerial approval. The campaign to recruit the two non-execs is being prepared by MHCLG officials and they will be taking the process through the approval process over the coming weeks.

### **3. Spending Review, Business Plan and Corporate Plan**

- 3.1. Following the Chancellor's announcements of the Spending Review settlements for Departments on 11 June, MHCLG have been conducting internal business planning processes with the aim of submitting a set of detailed expenditure plans to Ministers for approval this autumn.
- 3.2. As a result, EDC has not yet had confirmation of its allocations for 26/27 – 29/30 and these will not be confirmed until Ministers have approved the Departmental Business Plan referred to above.
- 3.3. 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.
- 3.4. The focus for the team is currently to optimise the availability of resources available to us for this year and ensure that we deliver our investment programme as efficiently and effectively as possible.

### **4. Revised Procurement and Contract Management Policies**

- 4.1. Our current Procurement Policy was last approved by Board in November 2024.
- 4.2. Since those dates, in February 2025, the law that shapes how public bodies buy goods and services changed with the introduction of the Procurement Act 2023 (PA23). The PA23 Act introduces a single, unified framework for public procurement, consolidating the rules previously governed by various separate pieces of UK procurement legislation, which were derived from EU Directives. Each of the Public Contracts Regulations 2015, the Utilities Contracts Regulations 2016, the Defence and Security Public Contracts Regulations 2011 and the Concession Contracts Regulations 2016 have been repealed by the Act (although certain saving provisions have been implemented to ensure a smooth transition).
- 4.3. The approach to procurement with PA23 largely remains as "business as usual" (as many of the provisions are similar to the previous rules), but the Act introduces some material changes, in particular relating to (i) how processes are run (simplifying award procedures), (ii) exclusion of potential bidders (with more grounds for exclusion and a new "debarment list" concept) and (iii) publication requirements (increasing transparency both before and during the award process, as well as during the contract term).
- 4.4. The introduction of PA23 has meant that EDC's Procurement Policy has needed to be updated to reflect the new Act i.e. it's terminology and the new requirements.

An updated policy is attached at Annex A.

4.5. The key procurement principles remain the same, but the main changes as a result of PA23 are:

- Section 8 Direct Awards – this is a new section that explains how Direct awards can be made (they effectively replace Single Tender Actions (STAs), so the section on STAs has been removed;
- Section 10 Central Digital Platform – this is a new section explaining how the platform operates and how it will be used by EDC;
- Section 16 Abnormally low bids – explains the new process that must be followed with low bids;
- Section 19 Debarment - explains the new process that must be followed and how some suppliers are deemed not suitable to be used / contracted with;
- Section 30 Contract Modifications – explains the new procedure for contract modifications;
- Section 32 Payment Compliance Notice – a new requirement that requires EDC to confirm contractual payments regularly.

4.6 EDC has also used the PA23 update opportunity to review how the policy has been operating in practice. As a result, some proposed changes by management have been included in the updated version. They are as follows:

- Section 3 Approval to procure limit. It is proposed that the minimum level is increased from £1,500 to £5,000. The increase to £5,000 is intended to make lower value purchases more efficient and involve less bureaucracy;
- Section 4 Threshold values – the document has had a new section inserted to clarify how Government set thresholds impact on EDC procurement activity;
- Sections 6 and 7 replace the previous section on “routes to market” and explain the procurement procedure that procuring managers must follow, based on the Threshold levels, explained in the new section 4;
- Sections 24 and 26 are new and clarify behaviours expected from staff;
- Sections 35, 36 and 37 clarify roles and responsibilities of those involved with procurement activities.

4.7 The Contract Management Policy has been updated to reflect the impact of PA23. This is mostly to do with the process around contract modifications, within section 9 of the document and the annexes.

- 4.8 New contracts procured under PA23 have to be modified in line with PA23 regulations whilst contracts procured under the old rules and procedures still have to comply with the Public Contracts Regulations (PCR) 2015.
- 4.9 The updated Contract Management Policy is attached at Annex B.
- 4.10 The revised Procurement and Contract Management Policies were presented and considered by ARAC at their July meeting and were endorsed for submission to Board for approval.

## 5 Conclusion

- 5.1 The new Procurement Act 23 aims to simplify and consolidate procurement processes and introduce greater transparency of procurement by public sector bodies. It also aims to give greater flexibility to procuring authorities for 'below threshold value contracts'. However, despite some changes in terminology, most of the principles of the new Act are the same or similar as previous regulations, and therefore EDC's existing Procurement and Contract Management policies needed little amendment to matters of substance. What we have done is update our internal policy to reflect changes in terminology (i.e. Single Tender Action to Direct Award) and to ensure we reflect any specific provisions of the new Act, not previously covered.
- 5.2 At the same time as updating the Policy to reflect PA23 requirements, we have taken the opportunity to refine our internal approach to procurement. The changes proposed are set out in paragraph 4.6. These are considered to be relatively minor.

## 6 Recommendation

- 6.1 Board is asked to **APPROVE** the revised Procurement and Contract Management policies contained at Annex A and B respectively. In particular, Board is asked to note the changes made to our internal processes set out in section 4.6 of the report, and to note that other changes have been made to reflect the new Procurement Act 23, which are considered to be non-material.



**Ebbfleet Development Corporation**  
**PROCUREMENT POLICY**  
**June 2025**

## 1. INTRODUCTION

- 1.1 Ebbsfleet Development Corporation (EDC) purchases a wide range of goods, services, and works which support both our administrative arrangements (e.g. office supplies) and our investment in the delivery of projects. The processes and procedures set out in this policy apply to all such procurement activities.
- 1.2 The Corporation is committed to ensuring that all its procurement obligations are complied with i.e. are in line with the Procurement Act 2023 and other pertinent UK laws as amended from time to time, as well as the procurement requirements as stated in His Majesty's Treasury's (HMT) Managing Public Money. The Corporation has been classified by the Office for National Statistics (ONS) as a 'Government – Local' organisation. Therefore, it is a public sector Contracting Authority for procurement purposes and must comply with the Procurement Act 2023 regulations. It is considered a Sub Central Contracting Authority (rather than a Central Government entity).
- 1.3 The Corporation is committed to its procurement policy and procedures reflecting current 'best practice' as well as emerging policy and practices, such as the inclusion of Social Value, mainstreaming equality considerations and environmental sustainability.
- 1.4 The over-riding procurement policy commitment is that all EDC procurement must deliver 'value for money, defined as "the best mix of quality and effectiveness for the least outlay over the period of use of the goods or services bought". This will be achieved through competition (proportionally applied), unless there are compelling reasons to the contrary.
- 1.5 The Corporation's procurement is subject to a legal framework which encourages free and open competition and value for money, in line with the Procurement Act 2023, and other nationally agreed obligations and regulations.
- 1.6 Throughout the competitive process, EDC will adopt the highest possible standards of probity. As part of its strategy, EDC aligns procurement policies with this legal framework, as well as with its wider policy objectives.
- 1.7 The requirements of this policy apply whether procurement is being conducted directly by our own staff, or on our behalf by a partner and / or by external consultants. Where consultants are supporting a procurement exercise the responsibility for ensuring the Corporation meets the requirements of this policy remains with the Senior Responsible Officer (SRO) for the project or the relevant budget holder for administrative spend (see EDC scheme of Delegations). They must therefore ensure proper oversight of the process.
- 1.8 The Corporation's CEO is the Accounting Officer (AO) for EDC. The AO is responsible for maintaining a sound system of internal control and ensuring that the Corporation operates to a high standard of probity and uses its resources efficiently, economically and effectively. These principles along with the legal and regulatory framework provide the context for this policy and the way that the Corporation manages each procurement.
- 1.9 The Corporation's procurement process is administered by the Procurement Team which is led by the Commercial Manager. Responsibility for maintaining this policy rests with the Director of Corporate Services.

- 1.10 The Corporation maintains a Procurement Guidance document which provides support and guidance to staff managing the purchase of goods and services.

## 2 KEY PRINCIPLES

- 2.1 All Corporation procurement procedures, from initial planning stage to contract award and execution, will be undertaken in a manner to ensure:
- enough time is given to plan and run the process;
  - equal opportunity and equal treatment;
  - openness and transparency;
  - proportionality;
  - probity;
  - outcomes that deliver value for money.
- 2.2 The Corporation recognises that barriers can exist which limit the ability of smaller suppliers, including Small and Medium Sized Enterprises (SMEs), Voluntary, Community and Social Enterprises (VCSEs), and local suppliers, to compete for our business. We are committed to proactively identifying and reducing the impact of such barriers. This commitment will be implemented legally, without discrimination, and without placing unacceptable levels of risk on the Corporation.

## 3 APPROVAL TO PROCURE

- 3.1 Approval to proceed with all procurements over £15,000 inc. VAT, must be obtained as follows, using the appropriate template – available on “EDC Processes”:
- For EDC Programme / Project spend – from the relevant project Senior Responsible Owner (SRO);
  - For EDC administrative spend – from the relevant budget holder.
- 3.2 For procurements between £5,000 inc. VAT and £15,000 inc. VAT, approval to proceed is required from the post holders stated above, but via email only.
- 3.3 The approval to proceed must be obtained prior to any procurement activity starting and the issue of any documentation to potential suppliers.
- 3.4 For procurement activity below £5,000 inc. VAT, no approval to proceed is required. Approval at this level will be obtained when a Purchase Order is raised - in line with EDC Financial delegation limits.
- 3.5 **Approval to Proceed with a purchase**

Value of Purchase	Initial Approval Documentation
Purchase value up to £5,000 inc. VAT	None – (but subject to PO approval – as per financial delegations)
Purchase value in excess of £5,000 incl. VAT and up to £15,000 inc. VAT	Email approval
Purchase value in excess of £15,000 inc. VAT	EDC pro-forma procurement template



- 3.6 For all procurements over £5,000 incl. VAT the Procuring Manager **must obtain a unique EDC procurement reference number** from the Procurement Team (see Section 34 - Procurement Pipeline) before the procurement activity commences.

## 4 THRESHOLD FINANCIAL LIMITS

- 4.1 The UK Government sets Threshold financial limits for goods, services, and works as stipulated in the Procurement Act. These thresholds determine the requirements of the purchase process, including, for example, how and whether Procuring Bodies should publish various procurement notices. Below-threshold purchases give Procuring Bodies more flexibility to determine the procurement process. Purchases with a value above the Threshold are subject to more rigorous rules and regulations.
- 4.2 This Policy sets out EDC's approach to below Threshold purchases.
- 4.3 The current Thresholds are summarised in the table below:
- 4.4 **Summary of UK Government Threshold Figures (as at May 2025)**

Contract Type	'Below Threshold' Purchases
Supplies and Services	Less than £214,904
Works	Less than £5,372,609
	'Above Threshold' Purchases
Supplies and Services	Greater than £214,905
Works	Greater than £5,372,610

## 5 PROPORTIONALITY AND COMPETITION

- 5.1 Achieving value for money is an important principle, and competition amongst potential suppliers is a proven way to achieve this. The Corporation will apply competition in a proportionate way, according to the value of the purchase.
- 5.2 Expenditure should not be artificially sub-divided, by scope or time, in order to avoid the provisions of this policy and the stated thresholds.

### 5.3 For Goods and Services

<b>Value of Purchase</b>	<b>Minimum Competition Requirement</b>
Purchase value up to £5,000 incl. VAT	No requirement for a competitive procurement.
Purchase value in excess of £5,000 incl. VAT and up to £15,000 incl. VAT	No requirement for a competitive procurement. 1 written quote must be obtained. Procuring Managers should retain appropriate written evidence to demonstrate value for money has been achieved.
Purchase value in excess of £15,000 incl. VAT and up to £90,000 incl VAT	A minimum of three written quotations must be sought.
Purchase value in excess of £90,000 and up to The Threshold.	A minimum of 5 written quotations must be sought.
Purchase value in excess of The Threshold.	Open Procedure or Competitive Flexible Procedure.

### 5.4 For Works

<b>Value of Purchase</b>	<b>Minimum Competition Requirement</b>
Purchase value up to £50,000 incl. VAT	No requirement for a competitive procurement. 1 written quote must be obtained. Procuring Managers should retain appropriate written evidence to demonstrate value for money has been achieved.
Purchase value in excess of £50,000 incl. VAT and up to £250,000 inc. VAT	A minimum of three written quotations must be sought.
Purchase value in excess of £250,000 incl VAT and up to The Threshold for works.	A minimum of 5 written quotations must be sought.
Purchase value in excess of The Threshold for works.	Open Procedure or Competitive Flexible Procedure as per Procurement Act 2023.

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

## **6 PROCUREMENT PROCESSES FOR 'BELOW THRESHOLD' PURCHASES**

- 6.1 As noted above, the Corporation has more flexibility as to the process it adopts to procure goods or services below The Threshold value. Section 5 sets out our approach to proportionality and specifically the number of quotations or suppliers that must be invited to compete for the contract.
- 6.2 It is then necessary to determine the process, or Procurement Method, that is to be adopted to effect the procurement. **For Below Threshold purchases**, the Corporation will utilise one of the following three methods, selected by the Procuring Manager after any required consultation with the Procurement Team:

### **6.3 Request for Quotations (RFQ)**

- 6.3.1 An RFQ is a document that details EDC's requirements (as the buyer) and asks potential suppliers to respond with their pricing and delivery arrangements.
- 6.3.2 Checks to ensure the suitability of potential suppliers must be undertaken by the EDC prior to the issue of any contract.
- 6.3.3 RFQs can be used for procurements up to £90k (incl. VAT).

### **6.4 Invitation To Tender (ITT)**

- 6.4.1 An ITT is a formal document that is issued by EDC inviting suppliers or contractors to submit a bid for a service, goods or works. ITT's will be used by the Corporation where the proposed purchase is higher value, or higher risk and/or complex in nature. All purchases above £90,000 inc. VAT should use an ITT.

### **6.5 Framework**

- 6.5.1 A procurement framework, also known as a Framework Agreement, is an umbrella agreement put in place that enables buyers (who sign up to use a particular framework) to place orders for goods, services or works. Frameworks usually mean that suppliers have undergone some form of competitive process and met certain criteria before being accepted onto the Framework.
- 6.5.2 Frameworks set out the terms – including Terms and Conditions (T&Cs), price, quality and quantity – under which contracts can be awarded to pre-approved suppliers.
- 6.5.3 A compliant framework can be used by the Corporation for any value procurement.
- 6.5.4 The Corporation is often able to use frameworks established by other public sector contracting authorities, including Crown Commercial Services. The Procuring Managers should seek advice and support from the Procurement Team to ensure that a potential framework complies with the Procurement Act and

with EDC's procurement rules and regulations.

## **7 PROCUREMENT PROCESSES FOR ABOVE THRESHOLD PURCHASES**

- 7.1 **For Above Threshold purchases**, the Corporation will utilise one of the following procedures:
- 7.2 **Open Procedure:** This is a single stage tendering procedure without a restriction on who can submit tenders. It is a transparent process aimed at maximizing the exposure of the purchase to potential suppliers.
- 7.3 **Competitive Flexible Procedure:** This comprises a simple two-stage tendering procedure. The first stage could involve assessment of suppliers against conditions of participation, and short-listing the suppliers in order to take those selected suppliers into the second stage where they will be invited to submit a tender.
- 7.4 Both of these procedures would be conducted either using an Invitation to Tender or through a Framework. An RFQ is not suitable for an Above Threshold purchase.

## **8 DIRECT AWARDS**

- 8.1 A Direct Award occurs when a contract is awarded directly to a supplier without a competitive tendering process.
- 8.2 **Direct Award for Below Threshold Contracts**
  - 8.2.1 As set out in section 5 above, Direct Awards can be made for the purchase of 'goods & services' below £15,000 inc. VAT, and for 'works' below £50,000 inc. VAT.
  - 8.2.2 Above these values, there are limited grounds for the Direct Award of a contract, and the approval of the CEO is required for all Direct Awards above the values stated in 8.2.1. The most likely grounds for a Direct Award that will be considered by the CEO in giving approval are:

### **1. Urgency**

Where a competitive process would cause unacceptable delays.

In this context "urgency" means when conducting a competitive procurement process would result in unacceptable delays that could jeopardise critical operations, public safety, or other significant interests for the Corporation. The Procuring Manager will need to demonstrate that "immediate action is necessary to address an unforeseen event, emergency, or time-sensitive requirement". The urgency must be genuine, unavoidable, and not caused by poor planning or delays within the Procuring Manager's control.

### **2. Specialised Needs**

Where a specific supplier is uniquely qualified (e.g. niche expertise). Direct awards are permitted when a contract requires highly specialised expertise, technology, or capabilities possessed by only one supplier, and where competitive tender is impractical because no other supplier can meet the

technical/operational requirements. The expertise must be objectively exclusive (e.g. patented tech, rare certification) and the Procuring Manager must demonstrate that no alternatives exist and that the specialisation is essential to contract success.

### **3. Extension of Existing Supplies**

A change in supplier would result in significant differences, incompatibility, or disproportionate technical difficulties.

### **4. From a Framework Agreement**

Where that Framework has been competitively tendered, and the rules of the Framework allow a Direct Award.

### **5. No Suitable Tenders**

Procuring Managers can switch from a competitive tendering procedure to a Direct Award in circumstances where no suitable tenders or requests to participate have been received in that competitive tendering procedure, and that a further competitive tendering procedure is not likely to produce a different outcome.

## **8.3 Direct Award for Above Threshold Contracts**

- 8.3.1 Direct awards for Above Threshold contracts are permitted only under specific, legally defined circumstances. These are set out in *Annex A*.

## **8.4 Direct Award Approval Process:**

- 8.4.1 All proposals or requests for a Direct Award for a purchase over £15,000 inc. VAT for goods or services, or £50,000 inc. VAT for works, must be approved by the Chief Executive Officer (CEO) using the Direct Award template.
- 8.4.2 Direct Awards – other than those below £15,000 inc. VAT for goods and services or £50,000 inc. VAT for works will be reported to ARAC.

## **9 SINGLE SOURCE SUPPLIER (SSS)**

- 9.1 Some purchases are made by the Corporation where there is no alternative supplier, and it is therefore necessary to buy those goods or services from a Single Source Supplier. Typically, these purchases will be of relatively low value, but some higher valuer purchases may be necessary by exception.
- 9.2 For a SSS purchaser the Procuring Manager, with the prior approval of their Director, can raise a Purchase Order based on the invoice received from the supplier, without placing the item on the Procurement Pipeline or obtaining a contract number.
- 9.3 Examples of SSS purchases are:
- Tickets/ passes for events or conferences
  - Subscriptions
  - Software upgrades

- 9.4 This list is not exhaustive but illustrative only. If you are unsure whether your intended purchase is a SSS purchase, please speak to your Director, or the Procurement Team.

## **10 CENTRAL DIGITAL PLATFORM**

- 10.1 The Central Digital Platform (CDP), which is also known as the ‘Finder a Tender’ service, is a digital hub where public procurement information is published and managed by the Procurement Team.
- 10.2 EDC must publish an ‘Opportunity Notice’ on the national Central Digital Platform (CDP) for all procurement opportunities above a certain value. This value is currently set at £30,000 (incl. VAT).
- 10.3 The Corporation uses the “In-Tend” e-procurement portal and this automatically updates the Central Digital Platform with the relevant information. Therefore, all EDC procurements above £30,000 (incl. VAT) must be entered into the “In-Tend” portal, unless a framework is being used that specifies the use of an alternative procurement portal. The Framework will specify the process for the contract award notification.
- 10.4 To ensure the above happens, all procurements above £30k incl. VAT not using a Framework Agreement, will be coordinated by the Procurement Team.

## **11 CONTRACT OR ‘TERMS AND CONDITIONS’**

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

## **12 PROCUREMENT DOCUMENTATION**

- 12.1 An effective Procurement exercise is one that secures the required goods, works or services at the best price, as efficiently as possible from both the Corporation as ‘buyer’ and suppliers’ point of view, and requires the following:
- Clear and concise tender documentation in the form prescribed by the EDC procurement method (route to market);
  - Clearly specified EDC requirements (scope / brief);
  - Clear and proportionate submission requirements including information that must be submitted by suppliers, the timescales and process for responding;

- Clearly stated evaluation criteria i.e. how the Corporation will assess the bids and select the preferred supplier;
  - A good understanding of the supplier market and how to ensure the best value for money can be obtained from that market.
- 12.2 The Procuring Manager is responsible for the preparation of the required documentation and should ensure that it meets the criteria above. The Procurement team will provide advice and guidance as a ‘critical friend’ to ensure compliance and best practice.
- 12.3 The following are examples of the documents that the Procuring Manager may prepare before sending out any procurement information to potential suppliers:
- Scope of Service (Specification / Brief) – it must be clear and concise.
  - RFQ / ITT / Framework – template(s)
  - Contract – the template Contract (to be used) must be prepared correctly prior to issue to bidders as part of the tender documentation.
  - Bid Evaluation - methodology must be prepared with the proposed Price / Quality weightings.
  - Quality Questions – some quality questions must be drafted, with relevant guidance notes & weightings allocated as required.

## 13 PROCUREMENT TIMELINES FOR SUPPLIER RESPONSES

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

Value of Purchase	Minimum Response Time for Suppliers
For Purchases between £15k - £90k (incl. VAT)	RFQ Process – Minimum of 10 Working Days ITT process – Minimum of 20 Working Days
For Below Threshold Purchases between £90k - ££214,904 (incl. VAT)	ITT Process – Minimum of 20 Working Days

For Above Threshold Purchases: £214,905 (incl. VAT) and above	Above Threshold Procurements tend to be more complex and may involve multiple stages. Procuring Managers must therefore set periods which are in compliance with PA 2023 regulations and are commensurate with the complexity of the tender requirements and allow sufficient time for suppliers to respond appropriately.  Procuring Managers must seek the advice of the Procurement Team.
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- 13.2 The timelines given to potential suppliers (as part of the procurement documentation issued) must also include a deadline for any clarification queries. Clarifications will be coordinated as follows:
- For procurements up to £30k (incl. VAT) – by the Procuring Manager
  - For procurements over £30k (incl VAT) – by the Procurement Team
- 13.3 Procuring Managers are responsible for ensuring that the correct procedures are followed and that all clarifications responses and queries are stored / saved on SharePoint (For procurements up to £30k (incl. VAT)).
- 13.4 Clarification responses must be made available to all potential suppliers.

## 14 QUALITY / PRICE EVALUATION WEIGHTING

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

## 15 SUBMISSION AND OPENING OF SUPPLIER RESPONSES

- 15.1 EDC Procurement documentation must specify the details e.g. timescales, format etc. to be used by potential suppliers.
- 15.2 The submissions will be stored as follows:
- For procurements up to £30k (incl. VAT): These will need to be stored by the Procuring Manger on SharePoint;
  - For procurements over £30k (incl VAT): These will be in the portal, locked until the date and time specified for its opening.
- 15.3 No tender received after the time and date specified for its opening shall be accepted or considered by the Corporation, unless the Director of Corporate Services (or CEO) is satisfied that there are exceptional circumstances.
- 15.4 Financial and General Suitability checks on supplier submissions will be carried out as follows:
- For procurements up to £30k (incl. VAT) – by the Procuring Manager;



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

## 16 ABNORMALLY LOW BIDS FROM SUPPLIERS

- 16.1 Section 19(3)(c) of the Procurement Act allows contracting authorities to disregard a tender if they consider the price to be abnormally low. However, before disregarding a tender on this basis, the Procuring Manager must notify the supplier of its intention and the reasons why the price is considered abnormally low, giving the supplier an opportunity to respond, including giving a reasonable opportunity to demonstrate that they can perform the contract for the price offered. If the supplier can satisfy the Corporation on this basis, the tender cannot be disregarded for being abnormally low.
- 16.2 Authorisation to dismiss a tender on the grounds of it being considered abnormally low must be obtained from the Director of Corporate Services prior to it being formally dismissed.

## 17 FINANCIAL & GENERAL SUITABILITY CHECKS OF SUPPLIERS

- 17.1 Procuring managers have a responsibility to do some general supplier suitability & vetting checks as part of the evaluation and selection process, regardless of the route to market being used. Using a Procurement Framework has the benefit that it will have included suitability, financial strength and capacity assessments of suppliers as part of the original set up of the Framework.
- 17.2 Where a Framework is not being used, then the following checks will need to be carried out. This will include the following:
- For procurements between £15,000 incl. VAT and up to £90k (incl. VAT) - The shortened supplier questionnaire version will be used – and be reviewed by the Procuring Manager and the relevant SRO / Budget holder.
  - For procurements over £90k (incl VAT) - The full supplier questionnaire will be used – and be reviewed by the Procurement Team.
- 17.3 The Finance Team will carry out the following financial checks on all procurements where a Framework is not being used:
- Report generated using the Credit Safe platform which RAG rates suppliers financial standing.
- 17.4 Following a review of the financial and questionnaire responses, approval to use a new supplier will be confirmed by the Director of Corporate Services.

## 18 PROCUREMENT EVALUATION AND AWARD RECOMMENDATION

- 18.1 The Corporation adopts an evaluation methodology which is proportionate to value and complexity of the proposed purchase. All evaluations, of any value, must be adequately documented to clearly explain the decision in a transparent manner.
- 18.2 **For purchases between £15,000 incl. VAT and up to £30k incl. VAT** the evaluation exercise will be arranged and carried out by the Procuring Manager (using the relevant EDC templates) and the award recommendation signed off by

the SRO and the Director of Corporate Services. Feedback for all suppliers will be gathered (and issued if requested by a supplier) by the Procuring Manager using the relevant EDC template.

- 18.3 The final result must then be notified to the Procurement Team and the pipeline updated.
- 18.4 **For purchases between £30,000 incl. VAT and up to £90k inc. VAT** the Price and Quality evaluation must be done separately. The price evaluation will be conducted by the Finance Team and will not be shared with those carrying out the quality evaluation.
- 18.5 The evaluation exercise will be arranged and carried out by the Procuring Manager (using the relevant EDC templates) and the award recommendation signed off by the SRO and the Director of Corporate Services.
- 18.6 Feedback for all suppliers will be gathered by the Procuring Manager using the relevant EDC template. This will then be provided to the Procurement Team for issue to suppliers via the In-Tend portal and to enable the procurement pipeline to be updated.
- 18.7 NB - For all contract Awards above £30k incl. VAT the Procuring Manager must liaise with the Procurement Team to ensure that a Contract Award Notice is published on Central Digital Platform (CDP) within 30 days of awarding any Contract.
- 18.8 **For purchases over £90k inc. VAT** the Price and Quality evaluation must be done separately. The price evaluation will be conducted by the Finance Team and will not be shared with those carrying out the quality evaluation.
- 18.9 For the quality evaluation, a panel of evaluators, comprising no fewer than 2 staff members, will be arranged by the Procuring Manager. The Procuring Manager needs to ensure the panel has the appropriate skills required to evaluate. The Panel members may therefore need to be from a Directorate different to the Procuring Manager. The panel will independently score the submissions.
- 18.10 A final moderation meeting will then be convened with all evaluators present, facilitated and chaired by the Procurement Team. At this meeting the scores will be moderated, and an award recommendation made. Feedback for all suppliers will be gathered and then be issued to suppliers by the Procurement Team using the relevant EDC template.
- 18.11 A formal award recommendation report will then be prepared by the Procurement Team. This recommendation will be approved by the relevant SRO / Budget holder and the Director of Corporate Services. For Above Threshold spend, the EDC CEO must also approve the award recommendation.

## **19 Debarment Regime.**

- 19.1 A centralised debarment regime is managed by the Cabinet Office to uphold procurement integrity, under which suppliers may be excluded from public contract opportunities for up to five (5) years following substantiated violations. Mandatory exclusions apply for severe misconduct (including criminal offenses, corruption, or grave professional breaches), while discretionary exclusions

address material contract failures or financial instability. All decisions require documented evidence, due process including supplier rebuttal rights, and publication of outcomes on the designated procurement platform to ensure transparency and compliance.

- 19.2 The Procurement Team will be responsible for checking the Debarment List and advising Procuring Managers on whether a supplier is an excluded supplier or not.
- 19.3 The decision to exclude an excludable supplier will need the approval of the Director of Corporate Services.

## **20 FAIR AND EQUAL TREATMENT FOR ALL**

- 20.1 All procurement processes rely upon fair competition between suppliers. All EDC procurement exercises will follow the UK public procurement principles of 'Equality, Transparency and Fairness'. EDC will take steps to ensure no supplier has, or is perceived to have, an unfair advantage over other suppliers, including during any pre-tender market engagement.
- 20.2 Any conflict of interest, where known in advance, will need to be considered before commencing any procurement exercise. Please check with the Procurement Team and/or Lead Director / Director of Corporate Services. If necessary, legal advice may be required.
- 20.3 A Conflict of Interest (Col) template should be included with the documentation sent to suppliers (for over £15k incl. VAT).
- 20.4 Col forms must be completed by the EDC evaluation panel members prior to starting any evaluation process. Bid submissions should not be released to Panel Members until every panel member has returned their completed and signed Col declaration form.

## **21 SOCIAL VALUE IN EDC PROCUREMENTS**

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

## **22 ENVIRONMENTAL SUSTAINABILITY**

- 22.1 The Corporation is committed to sustainable development and as such our procurement arrangements are under continual review to ensure that they support the wider UK Government carbon management policies and approaches.
- 22.2 For major construction and works activities, environmental sustainability will form a key part of the specification and evaluation criteria for the award of contracts, in line with the Procurement Act 2023 regulations.
- 22.3 For all procurements over £90,000 incl. VAT, the Corporation will require suppliers to have carbon reduction plans in place and demonstrate a commitment to helping the UK achieve net zero carbon emissions by 2050.

## **23 PUBLIC SECTOR EQUALITY DUTY**

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

## **24 ETHICS AND BEHAVIOUR**

- 24.1 The Corporation procurement will be transparent, conducted via the Corporation's e-tendering system and all suppliers treated fairly and consistently in accordance with Corporation's Contract Procedure Rules and the Procurement Act 2023 (as amended).

## **25 MODERN DAY SLAVERY**

- 25.1 The Corporation, in line with government policy, is committed to eradicating modern slavery from the domestic and global economy. Modern slavery risks are much higher in some activities than others, and therefore the Corporation has adopted a risk-based approach to our procurement activities and our supply chain. We expect all suppliers as part of our procurement processes, to consider:
- the known risks within each sector/industry;
  - work force information;
  - supplier base location.
- 25.2 Our standard form of contract includes (as do Framework agreements) terms and conditions which enables us to address risks of modern slavery. We expect all our suppliers to be fully compliant with the Modern Slavery Act 2015, transparent, accountable, and auditable, and free from ethical ambiguities, and that they provide modern slavery training both internally to staff and externally to their contractors and sub-contractors.

## **26 GIFTS AND HOSPITALITY**

- 26.1 Procuring Managers must not accept gifts or hospitality, or receive other benefits from anyone which might reasonably be seen to compromise their personal

judgment or integrity. For more details, please read EDC's policy on gifts and hospitality.

## **27 INVESTMENT IN A PROJECT BY WAY OF GRANT**

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

## **28 SIGNING THE CONTRACT WITH THE SUCCESSFUL SUPPLIER**

- 28.1 The Corporation's scheme of delegation states that only the CEO can enter into Contracts on behalf of the Corporation.

## **29 CONTRACT MANAGEMENT PRINCIPLES**

- 29.1 Contract Management is an EDC responsibility. An EDC contract manager will be identified. For Programme spend this will usually be the Project Manager that ordered the goods, works or services.
- 29.2 It is the process of systematically and efficiently managing contract delivery whilst maximising financial and operational performance and minimising risk.
- 29.3 Contract Management aims to ensure:
  - that goods/services/works are delivered as agreed, to the required level of performance and quality standards;
  - that the relationship between EDC and the supplier(s) remains open and constructive, aiming to resolve or ease tensions and identify problems early;
  - that formal contract governance is maintained and used to resolve performance issues and drive innovation and continuous improvement;
  - that any changes to the Contract are agreed via the appropriate procedures and clearly documented;
  - that value for money secured during the procurement process continues to be realised throughout the term of the Contract;
  - that social value commitments are being delivered;
  - that the management of the Contract is transparent and auditable.
- 29.4 All EDC Contractual documentation must be stored on the EDC Contracts Register, which is maintained by the Procurement Team.
- 29.5 The Corporation has a separate Contract Management policy. The Procurement Team will carry out periodic audits to check that Contract Managers are keeping good quality & complete Contract records / documentation.

## 30 CONTRACT MODIFICATIONS

- 30.1 Contract modifications are changes to the terms set out in the contract between the contracting parties for the supply of goods, works, and services. This could include modifications to the pricing, scope, timelines, key deliverables, payment terms, or any change that affects the allocation of risk between the contracting parties.
- 30.2 To minimise the requirement for modifications, when drafting the scope for any procurement, consideration must be given to the full extent, including price, known scope and length of the contract required, and when an estimated value for the contract is provided – for example in the Award Notice - this should include the estimated costs of all ‘core services’ and the value of anticipated and potential ‘additional service’ requirements. The procurement documentation and subsequent form of contract should clearly provide for the ‘draw down’ of all core and additional services and set out the terms, including price or rates, for the ‘drawdown’ of those services.
- 30.3 All modifications require documented assessment and approval by EDC’s Chief Executive Officer (CEO) to ensure compliance across the board. The relevant contract modification templates are available on EDC’s SharePoint.
- 30.4 The Contract Manager must establish the full financial, including whether the modification is affordable within existing Project Approval levels, and programme implications of any proposed contractual modification change, before seeking approval for the change.
- 30.5 Approval from the Chief Executive to any contract modification must be sought using the appropriate Contract Modification Approval template.
- 30.6 Once approved, the modification will need to be documented formally and signed by the parties.
- 30.7 Contract modifications pertaining to a Corporation ‘project’ may need to be logged through the Project Change Control process (see the Governance and Management Framework Project Delivery document). The Change Log should be used to articulate the change requested and assess the impact on agreed project parameters (cost, time, objectives, benefits) for inclusion in the Highlight report as dictated by the Change Control process.
- 30.8 Modifications to contracts awarded before 24 February 2025, and therefore awarded under the Public Contracts Regulations 2015 (PCR 2015) will continue to comply with Regulation 72 of PCR 2015 until the contract expires, is terminated, or until an assessment determines that the modification is ‘substantial’ under Regulation 72(8), and an assessed decision is made as to whether a new procurement under the Procurement Act 2023 is required. Please see Annex B of the Contract Management Policy for PCR 2015 modification ‘safe harbours’.
- 30.9 Modifications to contracts awarded on or after 24 February 2025 fall under the provisions of the Procurement Act 2023, and the following sections apply.
- 30.10 The Procurement Act 23 sets out specific criteria for modifications to Above Threshold contracts, but allows contracting bodies greater flexibility when modifying Below Threshold contracts. The Corporation wishes there to be an appropriate level of control and discipline regarding the extent to which modifications to Below Threshold contracts are made, so will apply the same criteria as those for Above Modification contracts. Please refer to the Contract

Management Policy (Annex A) for the criteria.

- 30.11 Only in exceptional circumstances will a modification to a Below Threshold contract for a reason other than those set out in Annex A of the Contract Management Policy be approved.

### **31 PAYMENT TO SUPPLIERS**

- 31.1 The Corporation's standard payment terms are 30 days from receipt of a valid invoice, Suppliers must also pay their subcontractors within 30 days from the receipt of a valid invoice.

### **32 PAYMENT COMPLIANCE NOTICE**

- 32.1 Under section 70 of the procurement Act, the Corporation must publish specified information about any payment of more than £30,000 made by the Corporation under a public contract on the central digital platform .The information must be published before the end of the period of 30 days beginning with the last day of the quarter in which the payment was made.
- 32.2 Every six months, the Corporation will publish a notice setting out details of the authority's compliance with the requirement under the act to pay suppliers within 30 days of receipt of an undisputed invoice. The payment compliance notice must include information about the Corporation's compliance with section 68(2) (payment within 30 days) and any other specified information.

### **33 NO PURCHASE ORDER (PO) NO PAYMENT POLICY**

- 33.1 The Corporation operates a No Purchase Order, No Payment policy. The Corporation has a duty to spend responsibly, ensuring that public funds are managed transparently, efficiently, and accountably. The No PO No Pay policy is a key part of this commitment.
- 33.2 It requires that every purchase has a corresponding Purchase Order (PO) in place before suppliers commence work on goods or services.
- 33.3 This means that no invoice will be paid without reference to a valid purchase order number.

### **34 MANAGING THE EDC PROCUREMENT PIPELINE**

- 34.1 In order to ensure efficient and effective planning for the range of procurements conducted by the Corporation, and in accordance with the Procurement Act 2023, EDC will maintain a 'Procurement Pipeline'.
- 34.2 The "pipeline" spreadsheet is administered by the Procurement Team but jointly maintained by the Procuring Managers. It's stored centrally on SharePoint so that all procuring managers can keep it updated with any new and potential procurements.
- 34.3 All procurements above £5,000 incl. VAT contract value will be added to the pipeline by the Procurement Team.



- 34.4 The Corporation shall do a pipeline notice setting out specified information about any public contract with an estimated value of more than £2 million in respect of which the Corporation intends to publish a tender notice or transparency notice during the reporting period of 18 months. The Corporation shall also publish a pipeline notice on the Central Digital Platform where it considers that it will, in the coming financial year, pay more than £100 million under relevant contracts.

## **35 ACCOUNTING OFFICER**

- 35.1 The Corporation's Chief Executive Officer (CEO) is the Accounting Officer (AO) for EDC. The AO is responsible for maintaining a sound system of internal control and ensuring that the Corporation operates to a high standard of probity and uses its resources efficiently, economically and effectively.

## **36 PROCURING MANAGERS**

- 36.1 Procuring Managers can be any EDC member of staff. They are responsible for managing their own procurement activities taking advice and guidance from the Procurement Team. The Procuring Manager will handle tasks like identifying the procurement needs, sourcing vendors, and initiating purchases specific to their operational requirements. This allows for agility and appropriate decision-making. Their role includes:
- Procurement Decisions: Identifying needs, selecting suppliers, and managing contracts.
  - Compliance with Policies: Ensuring their procurement follows EDC's policy, legal, and regulatory requirements.
  - Budget Management: Controlling procurement spend within allocated funds.

## **37 THE PROCUREMENT TEAM**

- 37.1 The Corporation's procurement process is administered by the Procurement Team which is led by the Procurement and Contracts Manager. Responsibility for maintaining this policy rests with the Director of Corporate Services.
- 37.2 The Corporation maintains a Procurement Guidance document which provides support and guidance to staff managing the purchase of goods, works, and services.

## **38 PROCUREMENT LESSONS LEARNT**

- 38.1 At least annually, EDC will review its procurement activity to see what has worked well and what needs to be done differently in the future.
- 38.2 The lessons learnt exercise will be led by the Director of Corporate Services / Procurement and Contracts Manager, and may result in adjustment to this and other relevant policies.



## **ANNEX A: PERMITTED JUSTIFICATIONS FOR DIRECT AWARDS FOR ABOVE THRESHOLD CONTRACTS**

Direct awards for above-threshold contracts are strictly prohibited unless any one of the following conditions is met:

**1. PROTOTYPES AND DEVELOPMENT:** when procuring a prototype or other novel good or service that is designed or developed at the request of the Corporation. For example, procuring a solution to enable data coding, processing and reporting for the management of the Ebbsfleet Central project.

### **2. INTELLECTUAL PROPERTY RIGHTS:**

- Due to a particular supplier having intellectual property rights or other exclusive rights, only that supplier can supply the goods, services or works required, and
- there are no reasonable alternatives to those goods, services or works.

### **3. SINGLE SUPPLIER:**

- a). where the contract concerns the creation or acquisition of a unique work of art or artistic performance. For example, where the identity of the artist intrinsically determines the unique character and value of the art and therefore the requirement can only be met by one artist.
- b). where a particular supplier is in possession of intellectual property or other exclusive rights and there are no reasonable alternatives, which means only the supplier with those rights can deliver the goods, services or works.
- c). where, due to an absence of competition for technical reasons and provided there are no reasonable alternatives, only a particular supplier can supply the goods, services or works required. This justification may, for example, be used where only a particular supplier has the specific know-how or tools for the modification or retrofitting of bespoke equipment.

**4. COMPATIBILITY:** A change in supplier would result in the Corporation receiving goods, services or works that are different from, or incompatible with, the existing goods, services or works, and the difference or incompatibility would result in disproportionate technical difficulties in operation or maintenance.

### **5. ADDITIONAL OR REPEAT GOODS OR SERVICES**

- a). Where a contract has previously been awarded under a competitive tendering procedure and the tender notice or tender documents set out that the intention was to carry out a subsequent procurement of similar goods, services or works by direct award. The direct award must be made within 5 years of the original competitively tendered contract being awarded;
- b). Where the Procuring Manager wishes to buy additional or to partly replace existing goods, services or works which are the same or compatible with existing provisions (both those already supplied or that are contracted to be supplied). In this case, a direct award may be made where a change of supplier would result in the Corporation receiving goods, services or works that are different from, or incompatible with, the existing goods, services or works, and that difference or incompatibility would result in disproportionate technical difficulties in operation or maintenance

**6. EXTREME URGENCY:** where the contract cannot be awarded on the basis of a competitive tendering procedure because the goods, services or works are strictly necessary for reasons of extreme and unavoidable urgency.

- The urgency is due to unforeseeable events not of the Corporation's making and therefore cannot be procured via a competitive tendering procedure e.g. flooding.

- The situation is so urgent that the Corporation is unable to comply with the timescales, even permitted shortened timescales, required for a competitive tendering procedure.
- The goods, services or works are those necessary to cope with the urgency of the situation and not for the longer term.

**7. COMMODITY:** This justification is where goods are purchased on a commodity market. In this case the price and availability are generally driven by demand in the market which means requiring suppliers to tender in the usual manner is unnecessary, not appropriate and may not drive the best outcome for the contracting authority.

**8. USER CHOICE:** Where the goods or services are for the benefit of a particular individual / end user and the supplier has been nominated by them and the Corporation is legally required to consider the views of the end user and the Procuring Manager considers that it would not be in the best interests of the end user to carry out a competitive tendering process. A Transparency Notice is not required in this instance.

**9. ADVANTAGEOUS TERMS OF INSOLVENCY:** where the award of the public contract to a particular supplier will ensure terms particularly advantageous to the contracting authority due to the fact that a supplier (whether or not the one to which the contract is to be awarded) is undergoing insolvency proceedings. This allows the contracting authority, for example, to award a public contract to the supplier itself, for example to purchase goods at a favourable price as the supplier seeks to sell off stock as part of its wind-up, or to an administrator or other third party that is trying to keep the business going in order to liquidise its assets or sell it as a going concern.

**10. SWITCHING TO DIRECT AWARD:** Procuring Managers can switch from a competitive tendering procedure to the direct award of a contract in circumstances where no or no suitable tenders or requests to participate have been received in that competitive tendering procedure and the contracting authority considers that the award of a contract using a competitive tendering procedure under section 19 is not possible in the circumstances



# **Ebbfleet Development Corporation**

## **Contract Management Policy**

**July 2025**

## 1. Summary

- 1.1. A contract is a legally binding agreement between at least two parties and is governed by Contract Law.
- 1.2. This policy applies to all contracts that the Corporation enters into for the purchase of good and services, whether these relate to Programme or Admin expenditure.
- 1.3. In line with the Procurement Policy, a contract will need to be prepared (using the appropriate Corporation template) by the Procuring Manager and agreed by both parties.
- 1.4. The Contract Management Policy contains the principles, and process description to support EDC staff in managing suppliers and contractors consistently, and compliantly.
- 1.5. The Corporation seeks to ensure that its contracts are effectively managed to offer good service delivery and help support the achievement of 'value for money'.
- 1.6. Ebbsfleet Development Corporation (EDC) is a public sector Contracting Authority for procurement purposes and thus must comply with the Procurement Act 2023 regulations, including those relating to modifications for all contracts awarded under the Act on or after 24 February 2025.
- 1.7. For below-threshold contracts awarded under the Procurement Act 2023, EDC's internal governance framework will apply for modifications to ensure compliance with organisational policies and procedures.
- 1.8. All procurement activities and contracts awarded before 24 February 2023 (when the Procurement Act 2023 came into effect) shall continue to be governed exclusively by PCR 2015 regulations until contract expiry/termination. Modifications to such pre-February 2023 contracts remain subject to Regulation 72 of PCR. Please see Annex B for the modification 'safe harbours'.
- 1.9. Ongoing monitoring of contractual arrangements and the EDC relationship with suppliers will be undertaken to support effective supplier management and inform future procurement decisions.
- 1.10. This policy should be read in conjunction with the Procurement Policy which contains procurement principles and aims, and information on steps prior to the contracting stage.
- 1.11. Where there are proposed contractual modifications which may impact on project deliverables, the Corporation's Project Change Control Process

should be complied with.

- 1.12. The principles contained within this policy, including monitoring and reporting processes, also apply to **Grant Agreements** that EDC have entered into, as well as contracts for the provision of goods and services.

## 2. The Contract Manager Role

- 2.1. The Corporation recognises the importance of strong client-supplier relationships and that these are critical to successful service delivery. A relevant member of staff will take on the formal role of Contract Manager within the Corporation, to provide a primary point of contact with the supplier.
- 2.2. The Contract Manager role is typically fulfilled by the Project Manager or SRO that ordered the goods, works or services but may be delegated to a suitable team member.
- 2.3. The Contract Manager is responsible for the process of systematically and efficiently managing contract delivery whilst maximising financial and operational performance and minimising risk.
- 2.4. Effective contract management is critical to the overall success of the Corporation, as such, the Contract Manager is key to ensuring robust supplier performance monitoring and good relationship management.
- 2.5. Directors will oversee any significant contracts and if appropriate, attend performance meetings with the supplier.

## 3. Key Principles

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

- that the management of the contract is transparent and auditable.

## 4. Entering into a Contract

- 4.1. For all steps prior to the drafting and acceptance of a contract with a chosen supplier, refer to the Procurement Policy.
- 4.2. Once a supplier has been appointed in line with the Procurement Policy, the final form of the contract can be prepared by the Procuring Manager.
- 4.3. Our default position is that the Corporation's standard forms of contract must be used, unless the service is being used through a Framework which stipulates a specific alternative form.
- 4.4. For procurement levels below £15,000 (incl. VAT) it may be acceptable (by exception only) to use the supplier's Terms and Conditions instead of the Corporation's standard contract. The SRO or budget holder must satisfy themselves that there are appropriate grounds to utilise the supplier's Terms and Conditions, and ensure that the T&Cs are acceptable to the Corporation.
- 4.5. For purchases above £15,000 (incl. VAT) approval from the CEO to use a suppliers T&C's must be obtained.
- 4.6. The relevant EDC procurement reference number should be quoted on the contract, and the requisite fields should be completed, including an appropriately detailed description of the services to be delivered by the Supplier. Additional guidance is contained within the EDC contract template to assist users in its completion.
- 4.7. Information from the supplier's procurement response / submission can be used to populate the contract details. **However, great care must be taken to ensure that these do not contradict or conflict with our requirements set out in the original procurement documentation.** The supplier's full tender submission should **not** be appended or included in the final version of the contract. Any terms included will form a binding part of the contract between the Corporation and the Supplier and therefore it is important to ensure the contract has been reviewed thoroughly to ensure that it:
  - accurately reflects the requirements of the Corporation; and
  - does not include any information that does not reflect the requirements of the Corporation, conflicts with our requirements, or would be otherwise disadvantageous to the Corporation.
- 4.8. As part of the service specification, any assurance made by the supplier, for example in relation to Social Value and sustainability commitments, should be included within the contract.

- 4.9. The contract must clearly state the change control procedure for the 'drawdown' of 'in scope' services, and/or modifications.
- 4.10. Once all relevant information has been inserted, the contract is ready to be signed by the parties. The Procuring Manager should issue the prepared contract to the supplier first as they should sign before the Corporation. Once the supplier has signed, the contract should be sent to the Chief Executive for signature by the Corporation.
- 4.11. Our scheme of delegation states that only the CEO can enter into Contracts on behalf of the Corporation.

## **5. Storage of Contract Documents**

- 5.1. Once both parties have signed the contract, then the Procurement Team will retain the signed contract.
- 5.2. All EDC Contractual documentation is stored on the EDC Contracts Register maintained by the EDC Procurements Team.

## **6. First Supplier / Contract Inception Meeting**

- 6.1. An inception meeting between the Contract Manager and other relevant Corporation staff and the supplier should be held once the contract has been signed by both parties.
- 6.2. This meeting must take place before any work commences. An agenda and minutes must be recorded for the inception meeting (and all future contract meetings). Minutes of these meetings must be retained by the appointed Contract Manager in the project file.
- 6.3. This inception meeting must agree, where these matters are not already set out in the contract itself:
  - the personnel who will be involved in the process (from both organisations),
  - determine when / how often regular management meetings will be held to monitor progress,
  - the reporting arrangements between the two organisations and whether formal contract monitoring meetings are also required in addition to the normal management / performance meetings,
  - the responsibility for record keeping of those meetings and the action logs, including reporting on agreed contractual commitments (e.g. social value and sustainability),

- any further detail supporting the agreed change procedures outlined in the Contract,
- the invoicing arrangements.

## 7. Contract Monitoring Arrangements

- 7.1. Ensuring contractual outcomes are delivered, and costs are controlled is the key objective of the contract monitoring arrangements. The relevant EDC Contract Manager is responsible for ensuring this happens.
- 7.2. A schedule of formal contract monitoring meetings should be determined by the Contract Manager. As a minimum, for complex projects, it is expected that these would take place on a quarterly basis.
- 7.3. All contract monitoring meetings must have agendas, minutes produced promptly from the meeting (and agreed at the next meeting as being accurate / or changes made to them) and an action log of all actions recorded. Minutes and actions must be retained by the appointed Contract Manager in the project file.
- 7.4. Meetings should cover; delivery progress and milestones achieved, future risks and milestones, and financial reporting of costs to date and future forecasts. Commitments made within the contract (such as the EDC social value requirements) should also be monitored.
- 7.5. Contract Managers must ensure that all the relevant contractual reporting information – agendas, minutes of contract review meetings, risk registers, relevant emails and reports are saved within project files in SharePoint.
- 7.6. Where there is a requirement in the contract for the supplier to submit written Monitoring Reports, it is important that the Contract Manager ensures these are received on time according to the contractual requirements and are properly reviewed. The reports provide a means of early identification of issues, and it is important that the Contract Manager deals with them in a timely manner, particularly if they are likely to result in cost increases, delays to time critical events or require variations to the contract.
- 7.7. Suppliers / contractors should be encouraged to notify the Contract Manager swiftly should they identify any issues with meeting the contractual requirements, enabling prompt remedial action.



## **8. Social Value**

- 8.1. Where the contract requires the supplier to provide a social value contribution, this will need to be reviewed regularly. This may involve reviewing the information the supplier has directly put on the Social Value Portal and reviewing any social value delivery plan.
- 8.2. Suppliers are required to add their Social Value measurements directly onto EDC's Social Value Portal on a regular basis.

## **9. Contract Modifications**

### **General Provisions**

- 9.1. Contract modifications are changes to the terms set out in the contract between the contracting parties for the supply of goods, works, and services. This could include modifications to the pricing, scope, timelines, key deliverables, payment terms, or any change that affects the allocation of risk between the contracting parties.
- 9.2. To minimise the requirement for modifications, when drafting the scope for any procurement, consideration must be given to the full extent, including price, known scope and length of the contract required, and when an estimated value for the contract is provided – for example in the Award Notice - this should include the estimated costs of all 'core services' and the value of anticipated and potential 'additional service' requirements. The procurement documentation and subsequent form of contract should clearly provide for the 'draw down' of all core and additional services and set out the terms, including price or rates, for the 'drawdown' of those services.
- 9.3. All modifications require documented assessment and approval by EDC's Chief Executive Officer (CEO) to ensure compliance across the board. The relevant contract modification templates are available on EDC's SharePoint.
- 9.4. The Contract Manager must establish the full financial, including whether the modification is affordable within existing Project Approval levels, and programme implications of any proposed contractual modification change, before seeking approval for the change.
- 9.5. Approval from the Chief Executive to any contract modification must be sought using the appropriate Contract Modification Approval template.
- 9.6. Once approved, the modification will need to be documented formally and signed by the parties.
- 9.7. Contract modifications pertaining to a Corporation 'project' may need to be logged through the Project Change Control process (see the Governance and Management Framework Project Delivery document). The Change Log should be used to articulate the change requested and assess the impact on agreed project parameters (cost, time, objectives, benefits) for inclusion in the

Highlight report as dictated by the Change Control process.

- 9.8. Modifications to contracts awarded before 24 February 2025, and therefore awarded under the Public Contracts Regulations 2015 (PCR 2015) will continue to comply with Regulation 72 of PCR 2015 until the contract expires, is terminated, or until an assessment determines that the modification is 'substantial' under Regulation 72(8), and an assessed decision is made as to whether a new procurement under the Procurement Act 2023 is required. Please see Annex B for PCR 2015 modification 'safe harbours'.
- 9.9. Modifications to contracts awarded on or after 24 February 2025 fall under the provisions of the Procurement Act 2023, and the following sections apply.
- 9.10. The Procurement Act 23 sets out specific criteria for modifications to Above Threshold contracts, but allows contracting bodies greater flexibility when modifying Below Threshold contracts. The Corporation wishes there to be an appropriate level of control and discipline regarding the extent to which modifications to Below Threshold contracts are made, so will apply the same criteria as those for Above Modification contracts. These criteria, for modifications to Below and Above Threshold contracts are set out in Annex A.
- 9.11. Only in exceptional circumstances will a modification to a Below Threshold contract for a reason other than those set out in Annex A be approved.

## **10. Supplier Requests for Information**

- 10.1. All requests for information related to the contract are directed to the EDC Contract Manager. The Contract Manager will respond to the supplier's requests for information in a timely manner to avoid unnecessary confusion and delays.

## **11. Risk Management**

- 11.1. The Corporation has Risk Management principles (see the separate Risk Management Strategy document). Carefully managing risks throughout the lifecycle of the contract will support the Corporation and supplier in identifying and managing any events that may have an adverse effect on the contract and its outcome.
- 11.2. Contractual risks and issues relating to project delivery should be recorded in the Project Toolkit and escalated by way of Highlight Reporting and/or established project governance channels.

## **12. Health and Safety**

- 12.1. Contracts involving construction work will invariably carry health and safety risk. As such, where EDC commission construction work an appropriate contract that identifies the Health and Safety responsibilities and obligations

of the various parties shall be implemented.

- 12.2. All qualifying EDC Construction projects will comply with the Construction Design and Management (CDM) 2015 Regulations, which detail the health and safety responsibilities between all parties and the Principal Contractor. Each contract must clearly state how compliance will be achieved and monitored.
- 12.3. Contracts where Health and Safety risks are encountered will be carefully monitored and reviewed by the Contract Manager, to ensure that the appointed contractor(s) have the necessary Health and Safety Plan, relevant to the works, in place.
- 12.4. Any health and safety concerns must be escalated immediately (internally and with the contractor(s)) and if required reported to the Health and Safety Executive (HSE) in line with their guidance. Where there is risk of injury, works should be stopped, reviewed and a safe method of working agreed, adopted and implemented.

### **13. Contractual Payment(s)**

- 13.1. All invoices relating to the contract are to be submitted to the EDC Finance Team by the contractor electronically using the [accounts@ebbsfleetdc.org.uk](mailto:accounts@ebbsfleetdc.org.uk).
- 13.2. All invoices must quote the relevant Purchase Order (PO) number.
- 13.3. Contract Managers will be asked by the Finance Team to review any invoice to ensure that the work has been undertaken and are in line with the contract. If it is in order, then the Contract Manager can approve the invoice for payment.
- 13.4. If the invoice is not in line with the contract, then the Disputes Procedure in the Contract may need to be followed.

## **Annex A – Contract Modifications**

Under the Procurement Act 2023, a contract modification refers to any change to the terms originally agreed between the parties at the time the contract was signed. This may include alterations to pricing, scope, timelines, key deliverables, payment terms, or any change that affects the allocation of risk between the contracting parties.

### **Criteria EDC will apply to the modification of Above Threshold and Below Threshold Contracts**

For contracts awarded above the statutory thresholds, any proposed modification must comply with the requirements of Sections 74–77 and Schedule 8 of the Procurement Act 2023.

[Section 74\(1\)](#) sets out the circumstances under which public contracts or convertible contracts may be modified. Contracting authorities may modify a public contract or a convertible contract if the modification:

- a. is a ‘permitted modification’ under one of the eight grounds set out in [Schedule 8 \(section 74\(1\)\(a\)\)](#); or
- b. is not a ‘substantial modification’ as described in [section 74\(3\) \(section 74\(1\)\(b\)\)](#) (a modification on this ground is described in this guidance as ‘non-substantial’ modifications); or
- c. is a ‘below-threshold modification’ as described in [section 74\(4\) \(section 74\(1\)\(c\)\)](#).

### **74(1)(a) - Grounds for a Permitted Modification’**

#### **A. Provided for in the contract**

A modification is permitted if:

- a. the possibility of the modification is unambiguously provided for in the contract as awarded and the tender or transparency notice for the award of the contract, and
- b. the modification would not change the overall nature of the contract.

## **B. Urgency and the protection of life**

A modification is permitted if:

- (a) its purpose could otherwise be achieved by the direct award of a contract under section 41, and
- (b) such an award could be made by reference to—
  - (i) paragraph 13 of Schedule 5 (extreme and unavoidable urgency), or
  - (ii) regulations under section 42 (direct award to protect life, etc).

## **C. Unforeseeable circumstances**

A modification is a permitted modification if:

- (a) the circumstances giving rise to the modification could not reasonably have been foreseen by the contracting authority before the award of the contract,
- (b) the modification would not change the overall nature of the contract, and
- (c) the modification would not increase the estimated value of the contract by more than 50 per cent. This does not apply if it is a utilities contract.

## **D. Materialisation of a known risk**

A modification is a permitted modification if:

- (a) the contracting authority considers that:
  - (i) a known risk has materialised otherwise than as a result of any act or omission of the contracting authority or the supplier,
  - (ii) because of that fact, the contract cannot be performed to the satisfaction of the contracting authority,
  - (iii) the modification goes no further than necessary to remedy that fact, and
  - (iv) awarding a further contract under Part 3 (instead of modifying the contract) would not be in the public interest in the circumstances, and
- (b) the modification would not increase the estimated value of the contract by more than 50 per cent ignoring, for the purpose of estimating the value of the contract, the fact that the risk has materialised. This does not apply if it is a utilities contract.

## **E. Additional goods, services or works**

A modification is a permitted modification if:

- (a) the modification provides for the supply of goods, services or works in addition to the goods, services or works already provided for in the contract,
- (b) using a different supplier would result in the supply of goods, services or works that are different from, or incompatible with, those already provided for in the contract,
- (c) the contracting authority considers that the difference or incompatibility would result in:
  - (i) disproportionate technical difficulties in operation or maintenance or other significant inconvenience, and
  - (ii) the substantial duplication of costs for the authority, and
- (d) the modification would not increase the estimated value of the contract by more than 50 per cent.

## **F. Transfer on corporate restructuring**

## **G. Defence Authority contracts**

### **74(1)(b) – Non-Substantial Modifications**

Modifications to the contract term that don't exceed 10% of the original maximum term.

Modifications that don't materially change the contract's scope or economic balance in favour of the supplier.

### **74(1)(c) - The scale of the Modification is below a certain level (or threshold)**

The modification would not itself increase or decrease the estimated value of the contract by more than 10% for goods/services, and 15% for works of the contract's estimated value, and the modification would not materially change the scope of the contract.

**Modifications (Contractual changes) under the Public Contracts Regulations 2015 (PCR)**

Modifications to contracts (including to the price) need to be compliant with Regulation 72 of the PCR.

Regulation 72(1) of the PCR sets out the circumstances in which existing public contracts may be amended without “advertising” a new procurement process. It establishes six ‘safe harbours’ for certain types of amendments. Amendments which fall outside these safe harbours will require a new procurement procedure in accordance with the PCR regulations.

To summarise, the six safe harbours are where:

- a) the modifications have been provided for in the initial procurement documents in clear, precise and unequivocal review clauses;
- b) the additional works/supplies/services have become necessary and were not included in the initial procurement, and a change in contractor cannot be made for technical or economic reasons or would involve a significant inconvenience or substantial duplication of costs;
- c) the need for modification of the contract has been brought about by circumstances which could not have been foreseen and which do not alter the overall nature of the contract;
- d) a new contractor is replacing the one to which the contracting authority had initially awarded the contract;
- e) the modification is not substantial; or
- f) the value of the modification falls below the threshold and is less than 10% of the contract value (for services and suppliers) or less than 15% (for works)

**2. Exceeding the 50% value of the original contract**

In relation to both (b) and (c), above, the relevant modification must also not exceed 50% of the value of the original contract.

Where reliance is placed on (b) or (c), it is possible to make several successive modifications, however each modification must not exceed 50% of the value of the original contract.

The Regulations do, however, expressly prohibit the use of this safe harbour where it is being used to circumvent other parts of the Regulations (e.g. to avoid having to re-advertise a contract). EDC should also be mindful that a variance of the price, although below the 50% threshold, may not satisfy the other conditions of Regulations 72(1)(b) or 72(1)(c) and may therefore not fall within this safe harbour.

It may be possible that the modifications fall within Regulation 72(1)(f) (minor modifications), however EDC should note that each modification justified by reference to Regulation 72(1)(f) should be accumulated to determine whether the overall change

to the contract has exceeded the 10%/15% limits specified (i.e. in contrast to (b) or (c) it is not possible to have multiple instances of e.g. +10%).

3. Procuring Managers must complete the appropriate EDC's Contract Modification Form for all modification requests.



# Ebbfleet Development Corporation Board

<b>PART I BOARD ITEM</b>
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**Title of Paper: Appointments to Board Committees and other Board Roles**

**Paper Number:** EDC 025/050

**Presented By:** Ian Piper, CEO

**Sub Committee:** Not Applicable

**Purpose of Paper and Executive Summary**

To make Board member appointments to Board Committees and other Board roles and to propose minor changes to the terms of reference of the Remuneration Committee.

**EDC Business Plan & KPIs**

The items covered in this paper concern the governance of the Corporation and contribute to the achievement of our strategic objectives.

**Recommendation  
FOR DECISION**

The Board is asked to **APPROVE** Board member appointments to Board Committees and other roles as set out in this paper, and to **APPROVE** minor updates to the Remuneration Committee Terms of Reference.

These appointments are required following a number of recent changes to the Board, including the appointment of a new Chair and also two Board members leaving the Board in July at the end of their terms. The updates to the Remuneration Committee Terms of Reference are minor changes that focus on clarifying how the Committee currently operates.

**Annexes**

Annex A: Summary of Board Member appointments

Annex B: Remuneration Committee Terms of Reference with tracked changes

**Delegation**

Not Applicable.

**Financial Impact**

Not Applicable.

**Legal Impact**

Not Applicable.

**Equalities Impact**

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

**Stakeholders Impact**

Not Applicable.

## **Sponsor Impact**

Appointments to the EDC Board are made by the Secretary of State. The sponsor team in MHCLG has an interest in the corporate governance arrangements of the Corporation.

### **1. EDC Board Committees and Other Board Roles**

- 1.1. There are four Board Committees established in EDC's governance structure to assist the Board to discharge its duties – the Audit & Risk Assurance Committee (ARAC), Planning Committee, Investment Panel and Remuneration Committee. The Board agrees Board member appointments to Committee Chair and Member roles. The Board also nominates up to two Board members to the Board of the Ebbsfleet Garden City Trust.
- 1.2. The Board has also previously agreed four Board 'Champion' roles and three Functional Standards lead roles:
  - The roles of Whistleblowing Champion, HR Champion, Health & Safety Champion and Public Sector Equality Duty Champion provide Board level oversight for these four areas.
  - The Functional Standard lead roles have been agreed by the Board for the areas of Security, Counter Fraud and Debt; each of these three Government Functional Standards require the nomination of a lead Board member. There are further details on Government Functional Standards here: [Functional Standards - GOV.UK](#)
- 1.3. Following the recent changes to the composition of the Board, with the previous Chair and one Non-Executive Director leaving the Board at the end of their terms in July and a new Chair joining the Corporation this month, this paper sets out the proposed new appointments for the Board to consider. This includes reappointments and new appointments. The recommendations are set out in this paper and are summarised at **Annex A**.
- 1.4. It should be noted that the Board currently has two Non-Executive Director vacancies, and MHCLG is planning to recruit to these roles soon. The Board will also welcome a new member nominated by Kent County Council once this has been formally approved by the Secretary of State. The appointments set out in this paper will therefore be reviewed when further appointments are made to the EDC Board.

## 2. Recommendations

### 2.1. Board Sub-Committees

**That the Board appoints the following members to the Audit and Risk Assurance Committee (ARAC):**

- Nick Shattock (Interim Chair) – to continue as Interim Chair having been appointed to this role from 20 July 2025
- Simon Blanchflower CBE – to continue as a member of the ARAC  
***Note:** The Audit and Risk Assurance Terms of Reference state that members can be appointed for periods of up to 3 years which can then be extended.*

**That the Board appoints the following members to the Planning Committee:**

- Neil Cameron KC (Chair) – to continue as Chair of the Planning Committee
- Valerie Owen OBE – to continue as Vice-Chair of the Planning Committee  
***Note:** The Planning Committee includes up to three EDC Board members, members nominated from the Local Authorities and Independent members*

**That the Board appoints the following members to the Investment Panel**

- Simon Blanchflower CBE (Chair) – to continue as Chair of the Investment Panel
- Cllr John Burden – to continue as a member of the Investment Panel
- Nick Shattock – to continue as a member of the Investment Panel
- David Prout CB – appointed as a new member of the Investment Panel

**That the Board appoints the following members to the Remuneration Committee:**

- David Prout CB (Chair) – appointed as new Chair of the Remuneration Committee
- Cllr Jeremy Kite MBE – to continue as a member of the Remuneration Committee
- Neil Cameron KC – to continue as a member of the Remuneration Committee
- Valerie Owen OBE – to continue as a member of the Remuneration Committee

### 2.2. Other Appointments

**That the Board appoints the following to the Board of the Ebbsfleet Garden City Trust**

- Valerie Owen OBE – to continue as the EDC nominee to the EGCT Board

**That the Board appoints the following to the Board Champion and Functional Standard Board lead roles:**

- Whistleblowing Champion: Neil Cameron KC (continuing)
- HR Champion: Neil Cameron KC (continuing)
- Health & Safety Champion: Nick Shattock (continuing)
- Public Sector Equality Duty Champion: David Prout CB (new appointment)

- Security: Simon Blanchflower CBE (continuing)
- Counter Fraud: Nick Shattock (new appointment)
- Debt: Nick Shattock (new appointment)

2.3. The Board is asked to approve the appointments set out above to take effect immediately.

### **3. Committee Terms of Reference**

3.1. The terms of reference of the Planning Committee and Investment Panel have previously been agreed by the Board and no changes are currently proposed.

3.2. The ARAC terms of reference require that the document is reviewed annually; the ARAC is reviewing the document at its September meeting and any changes will come to the EDC Board for agreement in November.

3.3. The Remuneration Committee terms of reference have recently been reviewed and a series of minor changes that clarify how the Committee currently operates are proposed. These changes are set out in tracked changes format at **Annex B**.

3.4. The Board is asked to approve the changes to the Remuneration Committee terms of reference.

**Annex A: EDC Board Member Appointments From 24 September 2025**

Board Member	Main Board	Board Committees				Other Groups with Board Members	Other Roles
	Board	Planning Committee	ARAC	Rem Com	Investment Panel	Ebbsfleet Garden City Trust	
<b>David Prout CB</b>	Chair			Chair	Member		PSED Champion
<b>Simon Blanchflower CBE</b>	Member		Member		Chair		Functional standards Board lead for Security
<b>Cllr John Burden</b>	Member				Member		
<b>Neil Cameron KC</b>	Member	Chair		Member			HR Champion Whistleblowing Champion
<b>Cllr Jeremy Kite MBE</b>	Member			Member			
<b>Valerie Owen OBE</b>	Member	Vice-Chair		Member		EDC nomination	
<b>Nick Shattock</b>	Member		Interim Chair		Member		Health & Safety Champion Functional standards Board lead for Counter Fraud and Debt
<b>Ian Piper</b>	CEO / Ex-Officio Member	<i>Invited to attend</i>	<i>Attends as Accounting Officer</i>	<i>Attends as CEO</i>	<i>Attends as CEO</i>		
<b><i>KCC representative – awaiting Secretary of State approval</i></b>							

## Remuneration Committee

### Terms of Reference

<b>Membership</b>	The core membership of the Committee will be made up of the Board Chair, two <u>other</u> Non-Executive Directors and one Local Authority representative.
<b>Appointments</b>	Members of the Committee will be appointed and removed by the Board.
<b>Chairman of the Committee</b>	The Chair <del>man</del> of the Committee will be an independent Non-Executive Director. In the absence of the Chair <del>man</del> of the Committee, the meetings will be chaired by a member appointed by the Chair <del>man</del> of the Committee, or failing that the remaining members present will elect one of themselves to chair the meeting.
<b>Secretary of the Committee</b>	The <u>EDC Board Secretariat function</u> <del>Board Secretary or a nominee appointed by the Board Secretary</del> will act as <u>Secretary-secretariat</u> to the Committee.
<b>Quorum and Voting</b>	<p>The quorum necessary for the transaction of business will be two Non-Executive Directors.</p> <p>Decisions at Committee meetings will be made by a majority vote and each Committee member shall be entitled to one vote. In the event of an equality of votes at a meeting, the Chair will have the casting vote.</p>
<b>Authority</b>	<p>The Committee is a committee of the Board. The Committee is authorised by the Board to:</p> <ul style="list-style-type: none"> <li>• Undertake any activity within its Terms of Reference; and</li> <li>• Seek any information it requires from within the Ebbsfleet Development Corporation (EDC).</li> </ul>

### Meetings and Reporting

1. The Committee will meet at least ~~twice-once~~ per year to consider the annual EDC staff pay award, and at such other times as the Chair~~man~~ of the Committee may require.
2. Only members of the Committee will have the right to attend Committee meetings. However, members of the EDC Executive Team and other relevant EDC staff will be invited to attend all or part of any meeting as and when appropriate and necessary.
3. The Committee will report its activities, observations and recommendations to the Board, ~~usually through tabling its draft minutes at the following Board meeting.~~
4. The Committee Chair~~man~~ will convene a meeting upon the request of any Committee member who considers it necessary.

5. The notice of each Committee meeting with the agenda and any supporting papers will normally be sent by the ~~EDC Board Secretariat~~ Board Secretary to the members of the Committee and any other person attending the meeting as applicable no later than five working days before the meeting date.
6. Committee meetings may be in held in person or virtually. ~~by suitable electronic means agreed by the members of the Committee, in which each participant may communicate with all the other participants.~~
7. The Committee will review annually its terms of reference as required and its own effectiveness and recommend any necessary changes to the Board.

### Responsibilities

8. The Committee is responsible for:
  - a. ~~e~~Ensuring that there is a formal and transparent procedure for developing and implementing a policy on all aspects of remuneration for all EDC staff which is able to attract, retain and motivate individuals of the quality required to run the Corporation successfully
  - b. Agreeing and recommending to the Board the annual staff pay award and any associate non-consolidated performance awards
  - c. As required ~~Receiving-receiving~~ reports on recruitment, turnover and sickness trends, employment conditions and other related issues.

September 2025

**August 2016**

## **Ebbsfleet Development Corporation Board**

<b>PART I BOARD ITEM</b>
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**Title of Paper: Marketing & Communications**

**Paper Number:** EDC 025/051

**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, particularly the social media performance, which saw engagement despite the summer slowdown. Community-focused posts continue to perform best, with a forward look towards further seasonal, activity-driven content.

**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. Marketing and Communications activity across July and August was predominantly focused on community events and initiatives, with steady growth across digital and social channels. Whilst performance in terms of engagement varied, which is often expected across the summer, we continue to successfully reach new audiences and followers across our core platforms.
- 1.2. Campaign activity has been broadly well received, driving consistent impressions and positive stakeholder feedback. Performance across community platforms (Facebook and Instagram) has been particularly strong in the promotion and coverage of the outdoor cinema. The campaign offered residents and the local community the opportunity to vote on their preferred movie, which generated strong engagement and conversation across platforms. The event captured wonderful images taken by attendees, which were also shared across socials.
- 1.3. The Fastrack network has now launched (16<sup>th</sup> August) through to Bluewater, providing access for residents across Whitecliffe. The Fastrack team (KCC) led on a targeted marketing campaign, which we supported to spread key messaging across socials. We continue to proactively monitor conversations referencing 'Fastrack' to help answer resident questions or concerns. As anticipated, some teething issues were raised by passengers in the first weeks of operation, these have been managed in real time across socials and via the Fastrack team. Additional Fastrack stops have been implemented adjacent to Alkerden Academy ready for term starting 9<sup>th</sup> September.
- 1.4. Media coverage during this period has been fairly light, again to be expected given the summer holiday period, coverage focused mainly on David's appointment as Chair of the Board.
- 1.5. We are continuing to support Ebbsfleet Garden City Trust in the promotion and updates of the Weldon community buildings, with further drone shots shared to socials to promote the progress of the site. As we get closer to the opening of the buildings, we will be supporting the Trust to engage with residents and raise awareness of these fantastic community assets.

- 1.6. Board have previously noted the opportunity that the end of the Corporate Plan presents to communicate to stakeholders the highlights over the course of the Plan period, along with lessons learned. This has been designed into an infographic with key points and information, and will shortly (at time of writing) be available on the website for the public to view.
- 1.7. Looking forward to September and October, we will be reviewing costs and scheduling the latest accessibility audit, ensuring that our website continues to adhere to WCAG (Website Content Accessibility Guidelines) compliance.
- 1.8. The next edition of Ebbsfleet Living, the community focused magazine, will be due for distribution in November.
- 1.9. Upon review of the housing numbers and reaching the 5,000<sup>th</sup> home, we are in the process of reviewing and planning an appropriate milestone celebration.

## **2. Social Media Report**

- 2.1. The reporting period for social media covers July to September.
- 2.2. Despite seasonal slowdown typically seen over the summer months, we maintained steady organic coverage across Facebook and Instagram. As to be expected, content with a community or service focus generated the highest levels of interaction, whilst our campaign focused posts generated steady visibility and supported audience growth.
- 2.3. The 'Ebbsfleet in Bloom' campaign has now finished, with some strong entries across the challenge categories. At time of writing, the images submitted are being judged and we will look to award the winners w/c 15<sup>th</sup> September. This campaign was a fantastic summer initiative encouraging residents to get involved in creating nature-friendly spaces in their garden, using the [Resident Garden Guide](#) as inspiration for turning green spaces into thriving havens for wildlife.
- 2.4. Throughout summer, residents were asked to complete a travel survey, with a modest number of responses. Ebbsfleet Household Travel Survey was conducted to gather detailed insights into how residents travel within and beyond the development. The survey covered a wide range of topics, including household demographics, vehicle ownership, parking, access to public transport, and perceptions of active travel. We are mindful of and monitor risk of 'survey fatigue' throughout the year and will continue to analyse performance and response rates against incentives and posting schedules.

- 2.5. To celebrate the success of the outdoor cinema, a short video is being put together by our external videographer Blueprint Film, which will be shared across socials later this month – we will report on its performance at next board.
- 2.6. Overall, engagement rates across Facebook and Instagram remain consistent, driven by visual content, video updates and timely responses to queries. We are continuing to push for increased followers to our page (instead of driving content to neighbourhood pages) to ensure that our messages, updates and campaigns are received more consistently across our digital assets.
- 2.7. LinkedIn activity remained steady over summer, with a spike in performance early September due to the Housing Design Awards and the Chair's appointment to post. Unlike Facebook and Instagram, LinkedIn has delivered high quality engagement with industry peers, partners and professionals, with an increase in impressions compared to the previous reporting period, solely achieved by the HDA and Chair's appointment posts.
- 2.8. Further detail on performance metrics can be found in **Annex A: Social Media Report**.

### **3. Press Report**

- 3.1. Press coverage throughout the summer has been fairly light, as to be expected during the summer period. Coverage has been mainly local and regional, with sector press focused on the appointment of the new Chair of the Board.
- 3.2. We are aware of Substack articles pertaining to the Ebbsfleet Central/jumping spider narrative; whilst we recommend no response or action, we will continue to monitor the coverage.
- 3.3. A full suite of coverage can be found in **Annex B: Press Report**.

### **4. Website Report**

- 4.1. The period covers July 1 to September 1.
- 4.2. August was a quieter month for the Ebbsfleet website in general, likely following the trend of social media and press due to the summer holidays. The traffic that did come through however, engaged slightly better with the content, suggesting greater intention with the content searched. Interestingly, there was a spike in searches and clicks for the phrase 'Blue Lake Northfleet'.
- 4.3. Having launched the new digital newsletter, we're continuing to push for sign ups to the platform (dotdigital) as another user-friendly way for the community to receive updates across Ebbsfleet.

4.4. Further analysis is provided in **Annex C: Website Report**

**5. Recommendation**

5.1. Board is asked to NOTE the paper and matters covered, particularly the social media performance, which saw engagement despite the summer slowdown. Community-focused posts continue to perform best, with a forward look towards further seasonal, activity-driven content.

**Ebbsfleet Development Corporation Board**

<p>Part I Board Item</p> <p>EDC-025-051 Annex A: Social Media Report</p>
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**1. Introduction**

- 1.1. Social media performance was varied this period (July and August) with Instagram generating the strongest analytics and response to content. We can attribute this to the ability to easily share stories and content from resident pages, and engage more proactively with our audiences, building a stronger relationship with our stakeholders via social media, in comparison to Facebook, for example.

**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.

<b>Metric</b>	<b>Current Period</b>	<b>Change vs Previous Period</b>
Total views	29,492	7%
Reach	11,826	20%
Interactions	183	24%
New Followers	38	65%
Link Clicks	299	143%

- 2.2. While overall views and reach declined, the significant growth in new followers and link clicks suggests content is resonating more deeply with the audience that is seeing it.
- 2.3. Focus will be on continuing to generate meaningful and interesting context, mixing up the style of assets and ensuring that there continues to be a good mix of content that audiences can engage with, interact with and take part in.
- 2.4. Top performing content for this period included:

<b>Content</b>	<b>Type</b>	<b>Reach (users who have seen the content)</b>
Route E – Fastrack launch	Image	6.5k
Outdoor cinema – vote for your movie	Image	2.8k
Ebbsfleet in Bloom competition	Image	1.6k
Curious Garden event in Cable Wharf	Image	1.4k

2.5. Given the audience size of our Facebook page (2800) the reach can still be considered positive, with well over the benchmark of 10% of our audience seeing the content.

2.6. Looking ahead, we'll continue to strive for a mix between image and video to diversify our content and keep audiences interested, informed and supported.

### 3. Instagram

3.1. Instagram has seen a really positive performance for this period, largely due to the relevant content for users to get involved in, alongside sharing Instagram stories directly from residents. Interest in the lead up to the outdoor cinema, and opportunities for residents to have their say, has directly contributed to the performance of the platform.

Metric	Current Period	Change vs Previous Period
Total views	30,728	166.1%
Reach	3,001	92.1%
Interactions	342	120.6%
Visits	507	29.7%
New Followers	58	1%

3.2. Top performing content for this period included:

Content	Type	Reach (users who have seen the content)
Route E – Fastrack launch	Image	6.1k
Outdoor cinema – vote for your movie	Image	2.6k
Outdoor cinema – thank you to everyone who came	Reel	1.8k
Ebbfleet in Bloom	Image	807

### LinkedIn

3.3. The Ebbfleet Development Corporation page now has a total of 4,086 followers – with a 58 new followers over the reporting period.

3.4. When using LinkedIn's benchmarking tool, we can see that we underperform in the number of posts within the reporting period (14% less than 'competitors') however we have a 19% engagement rate, averaging 259.2% higher than 'competitors'.

Metric	Current Period	Change vs Previous Period
Impressions	11,578	2.2%
Reactions	284	1%
Comments	6	25%
Reposts	8	40%

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

3.6. Top viewed content for this period included:

<b>Content</b>	<b>Type</b>	<b>Impressions</b>	<b>CTR</b>
Announcement of new Chair	Image	3,282	6.73%
Phase 1 Ashmere Housing Design Awards	Image	1,455	3.23%
Video with PRP ( <a href="https://bit.ly/42fsk7s">https://bit.ly/42fsk7s</a> )	Video	906	6.94%

## **Ebbsfleet Development Corporation Board**

<p>Part I Board Item EDC-025-051 Annex B: Press Report</p>
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### **1. Introduction**

- .1. This Annex reports for the period of July - September. The articles captured below are articles that reference the Corporation or variations of Ebbsfleet/Ebbsfleet Garden City (in the context of regeneration).

- **Housing Design Awards**

- [Vistry's Ashmere wins two Housing Design Awards for sustainable placemaking - The Intermediary - Latest UK mortgage news](#)

- **Community**

- [Fastrack Kent Thameside changes coming in August - News & Features - Kent County Council](#)

- **Chair appointment**

- [Dr David Prout - former boss of HS2 - to quit Oxford University job to become chair of Ebbsfleet Development Corporation](#)
- [Inside Housing - News - University of Oxford pro-vice chancellor to chair Ebbsfleet Development Corporation](#)
- [New Ebbsfleet Development Corporation chair announced : Housing Digital](#)
- [New Chair appointment of Ebbsfleet Development Corporation - GOV.UK](#)
- [Government recruits new Ebbsfleet Development Corporation chair - Green Street News](#)
- [New chair of Ebbsfleet Development Corporation confirmed - will oversee major regeneration project | Insider Media](#)
- [Government appoints new Ebbsfleet Development Corporation chair | News | Housing Today](#)

- **Development**

- [Harbour Village shortlisted in First Time Buyer Awards](#)
- [The 7 massive garden cities set to change the face of Kent forever - Kent Live](#)
- [Bellway submits planning application for final phase of works at Harbour Village development in Northfleet](#)
- [What really ate Ebbsfleet? - Michael Dnes](#)





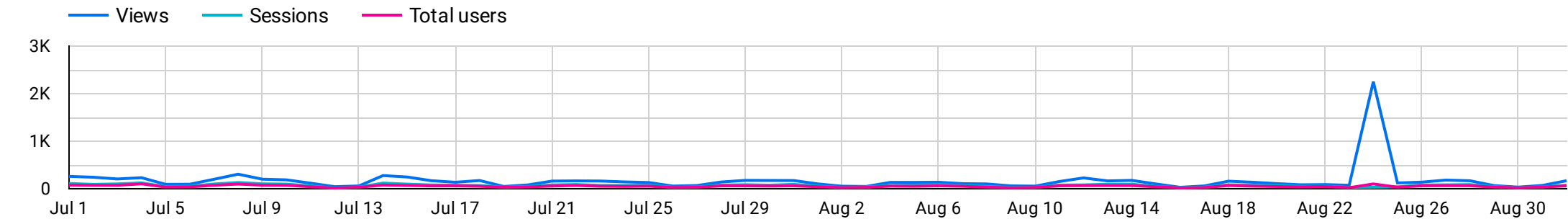
Report Highlights

August was a quieter month for the Ebbsfleet website in general, most probably because of the summer holidays. The traffic that did come through engaged slightly better with the content though, however, and form submissions only dipped slightly.

This shows that, though you saw fewer traffic, the users that did come through were more intentful on average. Interestingly, though search traffic dipped, you did see an increase in both searches and clicks for the phrase "bluelake Northfleet".

Jul 1, 2025 - Sep 1, 2025

Total users	Contact Us Form Submissions	All Form Submissions	Newsletter Submissions	Engagement rate
2,135	9	182	28	61.60%
↓ -14.4%	↓ -62.5%	↓ -44.7%	↓ -48.1%	↓ -3.2%



First user primary channel group	Sessions ▾	% Δ	Total users	% Δ	Page Views	% Δ	Engagement rate	% Δ	Average session duration	% Δ
Organic Search	2,826	3.7% ↑	1,421	-3.2% ↓	5,312	-3.5% ↓	62.38%	-1.4% ↓	00:04:03	-3.2% ↓
Direct	1,079	-20.1% ↓	527	-16.5% ↓	4,669	36.1% ↑	62.93%	-0.3% ↓	00:05:34	-3.6% ↓
Referral	153	-49.7% ↓	94	-48.6% ↓	465	-28.5% ↓	75.82%	14.7% ↑	00:05:03	-2.3% ↓
Organic Social	93	-47.5% ↓	83	-43.2% ↓	141	-53.2% ↓	55.91%	41.4% ↑	00:00:54	-64.0% ↓

1 - 5 / 5

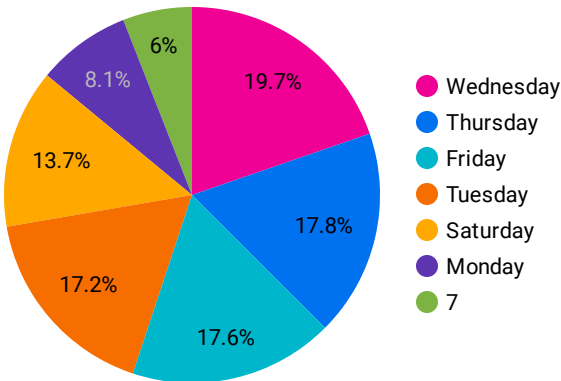
Top ten visited pages	Sessions ▾	% Δ	Total users	% Δ	Page Views	% Δ	Engagement rate	% Δ	Average session duration	% Δ
ebbsfleetgardencity.org.uk/	1,122	-	702	-	1,333	-	80.39%	-	00:02:40	-
ebbsfleetgardencity.org.uk/planning-and-design/	1,078	-	453	-	1,130	-	69.29%	-	00:03:23	-
ebbsfleetgardencity.org.uk/ebbsfleet-garden-city/	274	-	228	-	300	-	87.59%	-	00:01:29	-
ebbsfleetgardencity.org.uk/who-we-are/	271	-	172	-	296	-	84.87%	-	00:01:08	-
ebbsfleetgardencity.org.uk/ebbsfleet-garden-city/the-vision/	226	-	177	-	265	-	92.92%	-	00:01:38	-
ebbsfleetgardencity.org.uk/whats-on/	188	-	146	-	208	-	81.91%	-	00:01:25	-
ebbsfleetgardencity.org.uk/	184	-	120	-	185	-	71.71%	-	00:02:27	-
Grand total	3,473	-	1,786	-	8,983	-	62.22%	-	00:04:09	-

1 - 100 / 245

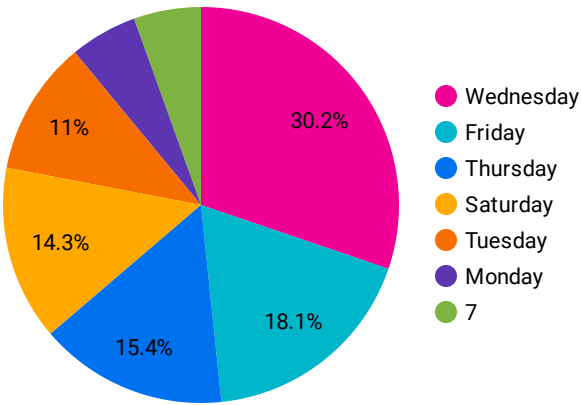
Query	Site CTR	% Δ	Clicks ▾	% Δ	Impressions	% Δ	Average Position	% Δ
ebbsfleet garden city	27.53%	-5.1% ↓	343	-25.1% ↓	1,246	-21.1% ↓	1.57	14.8% ↑
ebbsfleet development corporation	40.32%	-6.7% ↓	329	-17.3% ↓	816	-11.4% ↓	1.58	8.9% ↑
edc planning search	72.18%	53.3% ↑	205	41.4% ↑	284	-7.8% ↓	1.94	-24.1% ↓
ebbsfleet	0.81%	-35.3% ↓	75	-32.4% ↓	9,241	4.4% ↑	7.11	2.2% ↑
ebbsfleet planning portal	83.33%	18.4% ↑	50	31.6% ↑	60	11.1% ↑	1	0.0%
ebbsfleet development corporation planning search	90.7%	2.6% ↑	39	2.6% ↑	43	0.0%	1	0.0%
ebbsfleet central	41.38%	-2.3% ↓	24	-48.9% ↓	58	-47.7% ↓	1.52	42.7% ↑
ebbsfleet valley	2.86%	-16.2% ↓	23	-32.4% ↓	803	-19.3% ↓	4.13	-13.4% ↓
ebbsfleet development corporation jobs	76%	5.9% ↑	19	-32.1% ↓	25	-35.9% ↓	1	0.0%
ebbsfleet development	24.20%	-10.6% ↓	17	-41.4% ↓	70	-27.1% ↓	1.20	-44.7% ↓

1 - 100 / 4448

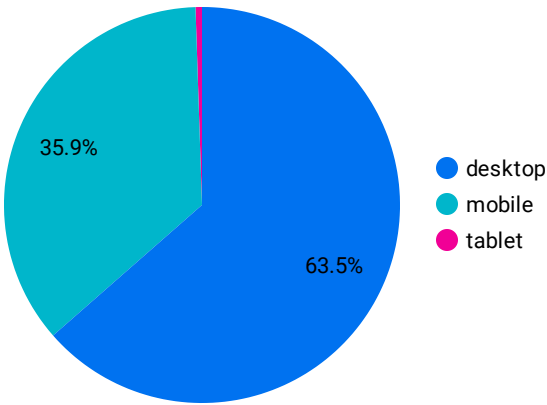
Sessions by Day of the Week



Form Submissions by Day of the Week



Sessions by Device Category





Planning & Design Pages

Total users

597

⬇️ -11.8%

Page Views

1,610

⬇️ -4.6%

Engagement rate

66.83%

⬇️ -5.7%

Completed Video Views

No data

No data

Sessions

1,432

⬆️ 3.4%

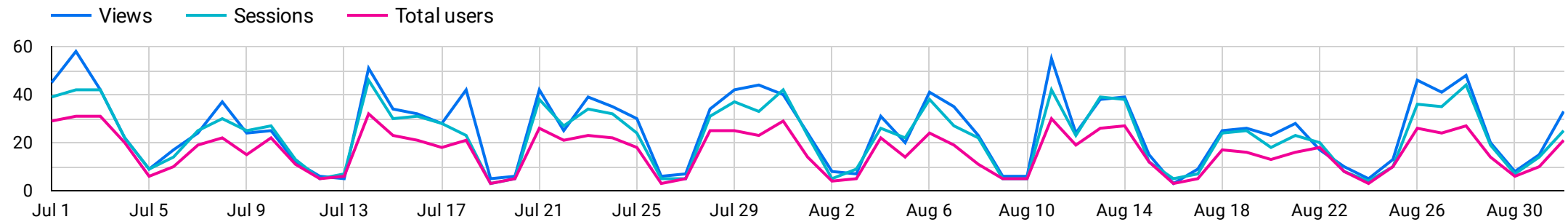
Form Submissions

14

⬇️ -22.2%

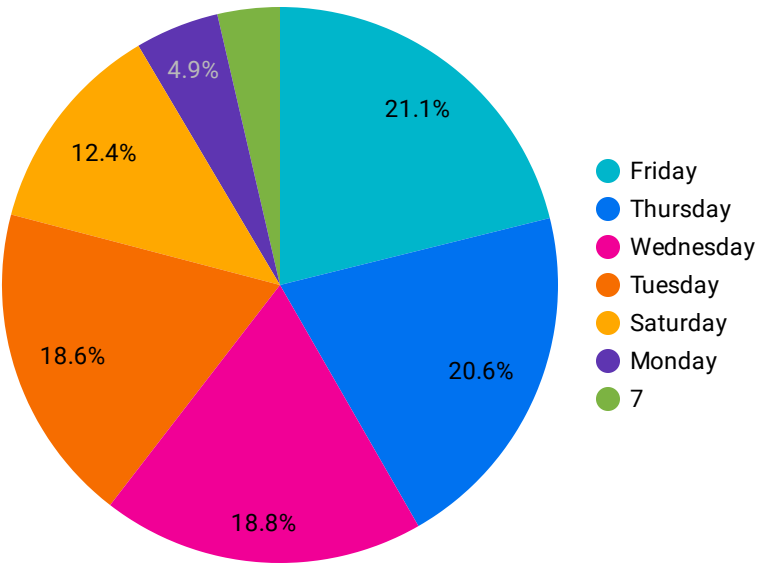
Jul 1, 2025 - Sep 1, 2025

▼

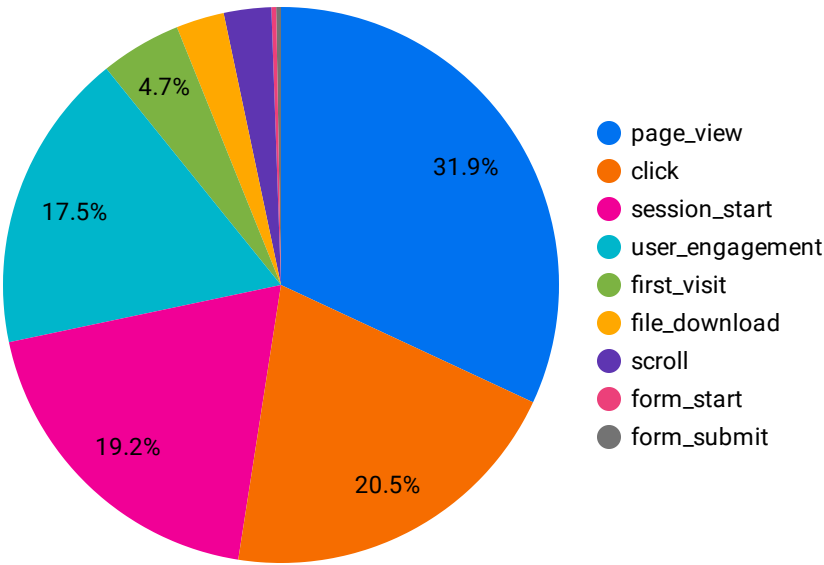


Channels bringing users to the Planning & Design pages	Sessions ▼	Total users	Page Views	Engagement rate	Average session duration
Organic Search	845 <div></div>	358 <div></div>	946 <div></div>	67.22% <div></div>	00:03:22 <div></div>
Direct	311 <div></div>	112 <div></div>	354 <div></div>	66.88% <div></div>	00:03:59 <div></div>
Referral	44 <div></div>	27 <div></div>	49 <div></div>	72.73% <div></div>	00:04:19 <div></div>
Organic Social	6 <div></div>	5 <div></div>	7 <div></div>	100% <div></div>	00:00:34 <div></div>

Sessions by Day of the Week



Website Events





Community Pages

Total users  
**400**  
 ↑ 7.2%

Page Views  
**667**  
 ↓ -6.5%

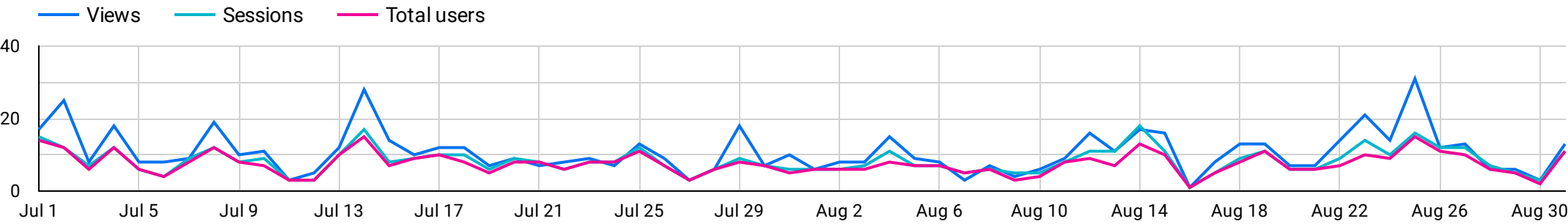
Engagement rate  
**78.08%**  
 ↓ -3.7%

Completed Video Views  
**No data**  
 No data

Sessions  
**520**  
 ↑ 1.6%

Form Submissions  
**3**  
 ↓ -40.0%

Jul 1, 2025 - Sep 1, 2025

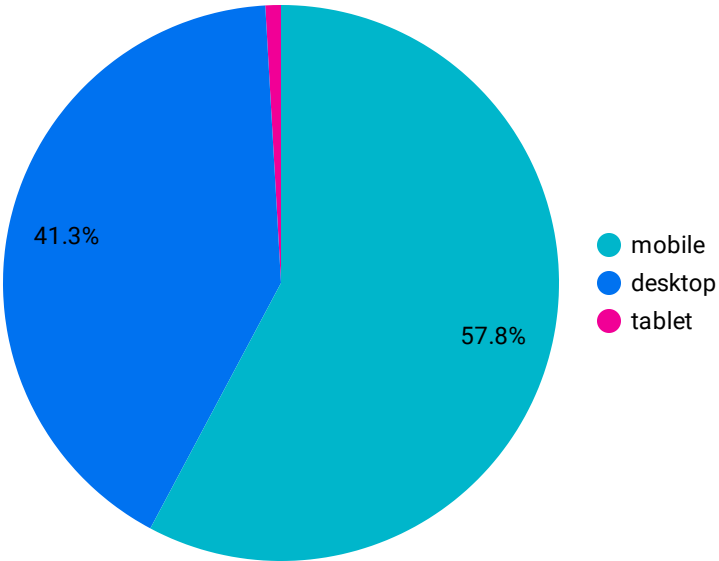
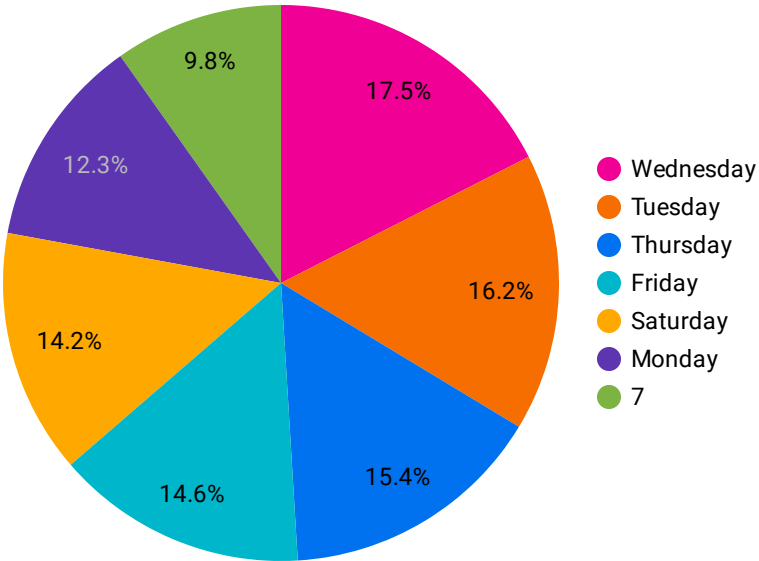


First user primary channel group	Sessions ▾	Total users	Page Views	Engagement rate	Average session duration
Organic Search	315 <div></div>	251 <div></div>	395 <div></div>	74.92% <div></div>	00:01:47 <div></div>
Direct	106 <div></div>	67 <div></div>	134 <div></div>	74.53% <div></div>	00:02:03 <div></div>
Referral	20 <div></div>	17 <div></div>	24 <div></div>	95% <div></div>	00:03:09 <div></div>
Unassigned	1 <div></div>	1 <div></div>	1 <div></div>	100% <div></div>	00:00:45 <div></div>
1 - 5 / 5 < >					

Device category	Sessions ▾	Total users	Page Views	Engagement rate	Average session duration
mobile	256 <div></div>	199 <div></div>	315 <div></div>	71.88% <div></div>	00:01:37 <div></div>
desktop	183 <div></div>	134 <div></div>	235 <div></div>	80.87% <div></div>	00:02:18 <div></div>
tablet	4 <div></div>	4 <div></div>	5 <div></div>	75% <div></div>	00:01:44 <div></div>
1 - 3 / 3 < >					

Top ten visited pages	Sessions ▾	Total users	Page Views	Engagement rate	Average session duration
<a href="#">ebbsfleetgardencity.org.uk/your-community/</a>	142 <div></div>	104 <div></div>	163 <div></div>	87.32% <div></div>	00:01:18 <div></div>
<a href="#">ebbsfleetgardencity.org.uk/your-community/parks/</a>	122 <div></div>	99 <div></div>	145 <div></div>	68.03% <div></div>	00:02:09 <div></div>
<a href="#">ebbsfleetgardencity.org.uk/your-community/schools/</a>	58 <div></div>	47 <div></div>	61 <div></div>	72.41% <div></div>	00:02:28 <div></div>
<a href="#">ebbsfleetgardencity.org.uk/your-community/career-opportunities-ebbsfleet/</a>	51 <div></div>	42 <div></div>	55 <div></div>	84.31% <div></div>	00:01:05 <div></div>
<a href="#">ebbsfleetgardencity.org.uk/your-community/walking-and-cycling-routes/</a>	38 <div></div>	27 <div></div>	39 <div></div>	71.05% <div></div>	00:01:23 <div></div>
<a href="#">ebbsfleetgardencity.org.uk/your-community/health/</a>	21 <div></div>	20 <div></div>	22 <div></div>	90.48% <div></div>	00:02:14 <div></div>
<a href="#">ebbsfleetgardencity.org.uk/your-community/ebbsfleet-community-board/</a>	21 <div></div>	18 <div></div>	21 <div></div>	85.71% <div></div>	00:02:04 <div></div>
1 - 14 / 14 < >					

Sessions by Day of the Week and Device



# Ebbsfleet Development Corporation Board

<b>PART I BOARD ITEM</b>
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**Title of Paper:** Planning, Design and Delivery Report

**Paper Number:** EDC 025/052

**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 and in particular reaching the 5,000th home milestone, the submission of the fourth phase of development at Western Cross and winning the housing design awards.

## **Annexes**

**Annex A** – Ebbsfleet Delivery Dashboard

## **Delegation**

Not Applicable

## **Financial Impact**

This paper may contain information on developer contributions and obligations secured through S106 agreements.

## **Legal Impact**

This paper may contain information on developer contributions and obligations secured through S106 agreements.

## **Equalities Impact**

The public sector equalities duty is considered in planning reports.

## **Stakeholders Impact**

Stakeholder engagement takes place through the planning consultation process.

## **Sponsor Impact**

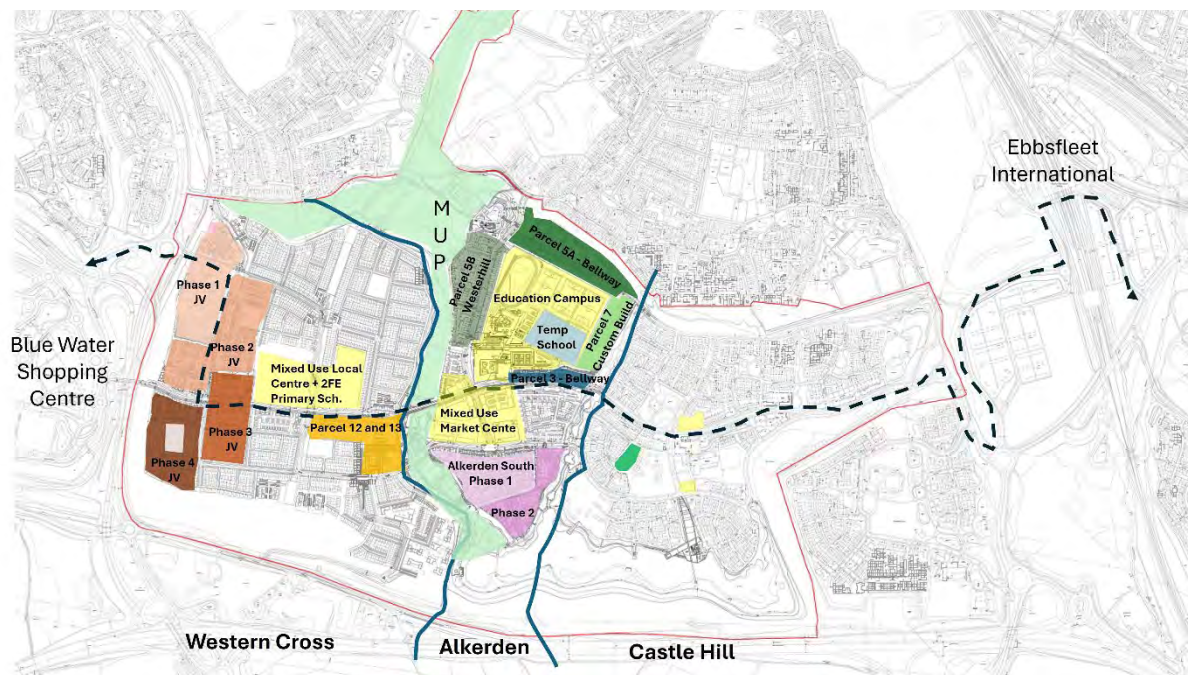
Not Applicable

## Development Sites Update

1.1. Outlined below are the key areas of work currently being undertaken on the development sites across Ebbsfleet.

### Eastern Quarry

- Alkerden Parcel 3 – Collection of discharge of condition applications received and under consideration for the next phase from Bellway.
- Alkerden South Phase 2 – Collection of discharge of condition applications received and under consideration alongside an application to amend the appearance and layout of the original scheme for the next phase from Redrow.
- Western Cross (Ashmere) 4 – Submission for 227 dwellings has been received, validated and will be out to consultation shortly.
- Western Cross (Ashmere) Parcel 12 and 13 – Further pre-application meetings have been undertaken with KCC Highways. Scheme is also scheduled to be reviewed at the Ebbsfleet Design Review Forum on the 18<sup>th</sup> of September.
- Castle Hill – Final neighbourhood public open space submitted.
- Temporary School – Alkerden Academy, run by Aletheia Academies Trust opened on 9 September with an initial year 7 cohort of 150 pupils.
- Fastrack – Route E now operational providing a through route connecting Western Cross, Alkerden and Castle Hill to Bluewater, Ebbsfleet Station and Gravesend beyond Whitecliffe.



### Ebbsfleet Central

- Ebbsfleet Central – Discussions are ongoing regarding the s.106 Agreements required to enable the outline planning permission for Ebbsfleet Central East to be issued. Pre-application discussions on the area masterplan, area design code and site wide strategies are ongoing. Pre-application discussions have commenced on a primary substation at Ebbsfleet Central West.

### Ebbsfleet Green

- Ebbsfleet Green – Works on the community buildings are at an advanced stage but completion has been delayed slightly. The Neighbourhood Hub (Weldon Heart) is expected to be completed by December 2025 and the Community Hub (Weldon Wellbeing Pavillion) is expected to be completed by January 2025. We are working closely with Thomas Sinden to discharge all outstanding planning conditions and non-material amendment applications.

### Northfleet Riverside

- Rosherville Primary School – Works on site are nearing completion and the final pre-occupation condition discharge applications have been submitted. KCC have confirmed that the school is unlikely to be delivered by January 2026 but are hopeful that it will be delivered by April 2026.
- Harbour Village – Phase 1B is complete and fully occupied. The installation of play equipment at Chimney View Park is planned in the coming months. Phase 2 affordable housing units have handed over to Moat Housing and should be fully occupied imminently. Moat Housing has pulled out as the affordable housing RP for Phase 3A onwards and an alternative RP has been not secured. Bellway has suggested an alternative affordable housing product, Discount Market Housing to replace the approved shared ownership units, subject to a s106 deed of variation. Discussions with GBC have commenced to take ownership of some of the affordable housing for affordable rent purposes. Phase 3A pre-commencement conditions have been submitted and Bellway are hoping to start works by the end of 2025. Works are ongoing at Bevan's Park Heritage Park and Playing Pitch. Updated plans have been submitted for the Phase 3B RMA for consideration alongside Abacus Corner.
- Northfleet Fastrack – The Environment Agency have removed their objection on the Grove Road Fastrack application. Once pre-commencement conditions have been agreed between all parties then this application can be determined. Amended plans are expected to be submitted for Bus Road East and Granby Road in the coming months following discussions with Bellway and Tarmac.
- Abacus Corner – A full planning application was submitted for 68 residential units, a commercial unit and highway to support Fastrack bus route. This is currently under consideration alongside Harbour Village Phase 3B and it expected to be presented to Planning Committee in November 2025.
- Northfleet Embankment West Employment Land – Pre-commencement conditions have been submitted for the Triangle Site, Vineyard Pit and Church



Path Pit. The owner has reported issues finalising contracts on this site due to issues energy outputs on site. Discussions with UKPN are currently ongoing.

- Land adjacent to Northfleet Station – Pre-application discussions are ongoing for a commercial meanwhile use and community use on land.



## 1. Housing and Delivery

2.1 The Ebbsfleet Delivery Dashboard is attached in Annex A.

2.2 This month we are reporting 138 completions and 68 starts bringing the annual totals to 255 completions and 120 starts. There are 541 homes currently under construction. The total number of new homes in the Ebbsfleet urban development area boundary is 5,099.

2.3 The completions this month have come from Alkerden, Harbour Village and Croxton & Garry. All of the properties at the Croxton & Garry site have been completed. As such the remaining completions during the year are anticipated from Ashmere, Alkerden and Harbour Village.

## 2. Planning Committee Update

3.1 Planning Committee members met with planning and design officers on 3<sup>rd</sup> September for the annual training/briefing day. During the morning officers updated the Committee on progress across Ebbsfleet, the current and future

work of the planning and design teams and Gowlings WLG provided legal training. During the afternoon we visited Harbour Village and Ashmere/Western Cross where we could view and discuss the areas of completed development.

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
- Ashmere/Western Cross – Phase 4/Parcel 10
- Eastern Quarry – S73

### **3. Housing Design Awards**

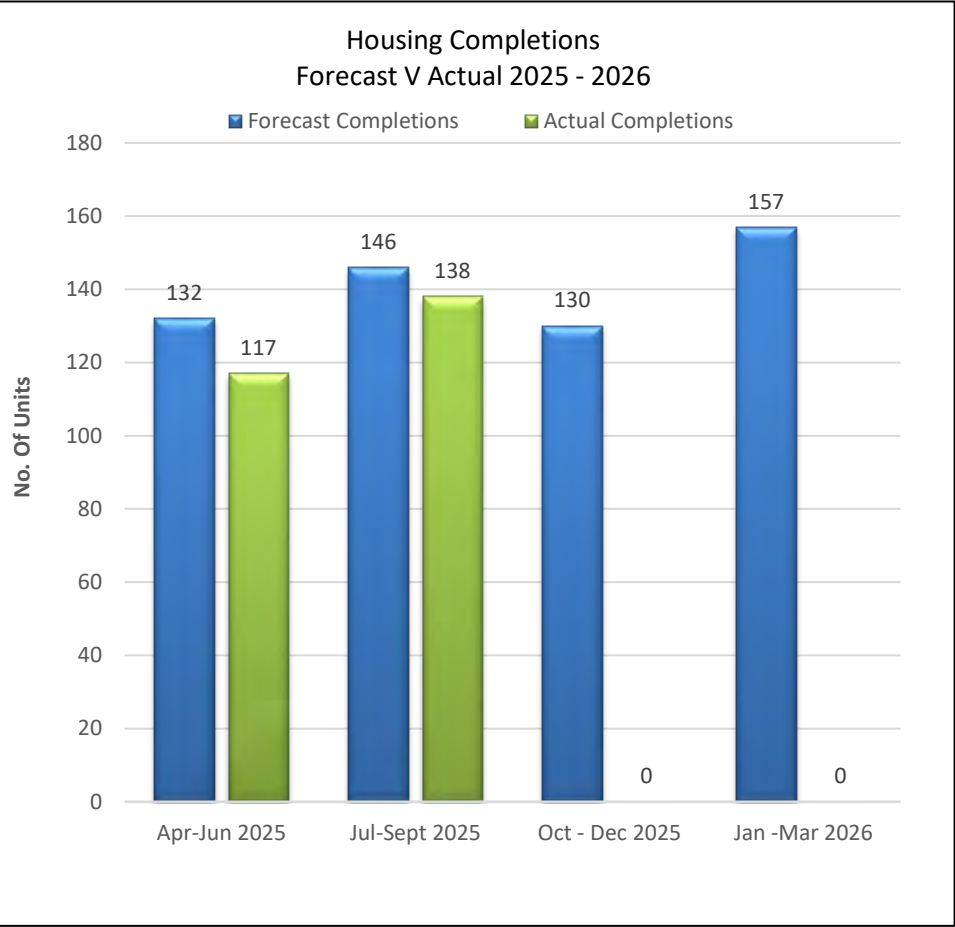
4.1 The National Housing Design Awards were held on 4<sup>th</sup> September and Ashmere Phase 1 won 2 awards – the Building for a Healthy Life Award and the Future Homes Award. The awards celebrate Vistry/Clarion, EDC, PRP and Savills, with each organisation receiving an award. Ashmere Phase 1 was consented in April 2020 and consist of 281 homes including 25% affordable housing. Full details of the scheme and the awards can be found at [Ashmere Phase 1 - Housing Design Awards](#).

### **4. Swanscombe Peninsula Visioning**

5.1 As previously agreed by the Board, we have recently commissioned a consultancy to carry out a piece of visioning work looking at the Swanscombe Peninsula. The land is broadly identified for the London Resort in the Ebbsfleet Implementation Framework and following the withdrawal of the development consent order and the sale of the substantive portion of land we are keen to engage with stakeholders to draft a series of regeneration objectives. The work will look at the Swanscombe Peninsula SSSI area along with Manor Way and Northfleet Industrial Estates.

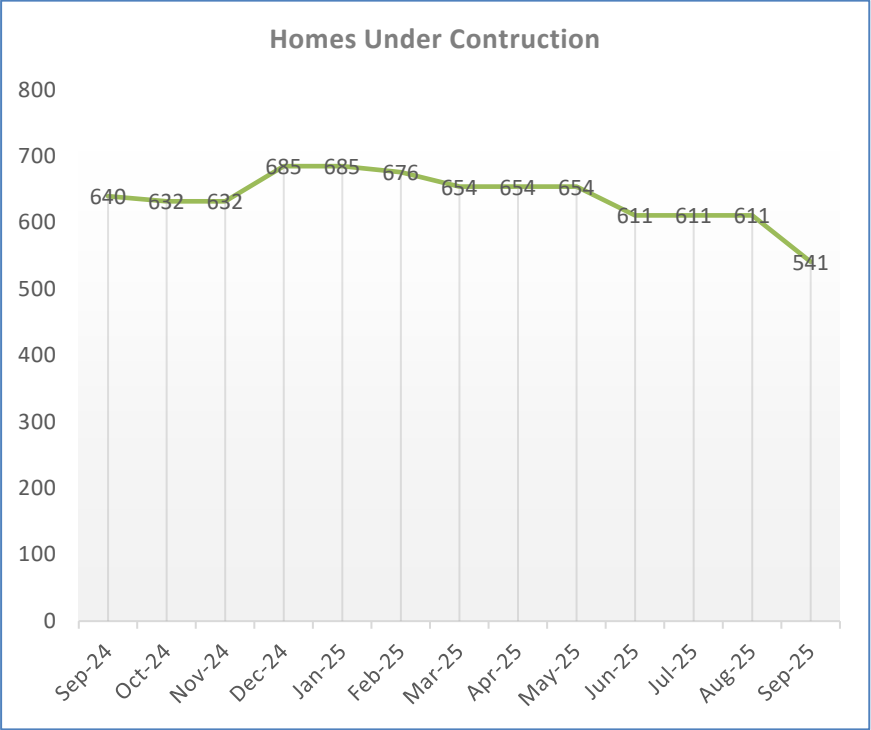


ANNEX A  
EBBSFLEET DELIVERY  
DASHBOARD – 24 SEPTEMBER 2025



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	232	70
Cable Wharf	490	193
Ashmere	411	145
Alkerden	361	131
Lawn Road	7	0
Harbour Village	182	74
Totals	5,099	1,593

Ebbsfleet Housing Numbers
Detailed Planning Consent
6,307
Housing Completions
5,099
Affordable Homes Completed
1,593
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> (No Change)
Interest Rate/Mortgage Products	Amber	<div></div> (No Change)
Supply Chains for Materials & Build Costs	Green	<div></div> (No Change)
Submission of Valid Applications and Revised Plans	Amber	<div></div> (No Change)
Delays in consultation responses	Amber	<div></div> (Increasing Risk)
Supply of Labour on Site	Green	<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	120	255
Total	5,640	5,099

Delivered/Improved Open Space	
Location	Hectares
Springhead Park	3.58
Weldon	3.71
Castle Hill	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

# Ebbsfleet Development Corporation Board

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

**Title of Paper:** Ebbsfleet Living

**Paper Number:** EDC 025/053

**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 Summer period 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 the summer 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](#) met on 15<sup>th</sup> July at the Observatory. The meeting included a presentation on the emerging 'Our Ebbsfleet' portal from the sub-group. The new web platform which will foster opportunities for information sharing and fostering resident connectedness. The proposals were well received with lots of additional ideas emerging on function and content. The signposting tool is likely to be launched during Autumn 2025.

Additional Community Board sub-groups have been formed to develop ideas around future events in the garden city, and another on how to get more residents to volunteer. Kelly Haynes and Leilah Atallah from EDC Design and Sustainability Team attended to share their ideas of getting the community involved in their work including through using the [Ebbsfleet GREENmap](#) tool.

2.2. The second round of the 2025/26 [Ebbsfleet Community Fund](#) closed on 31<sup>st</sup> August and the panel met on 10<sup>th</sup> September 2025 to consider the bids. Seven bids from a variety of applicants were approved to deliver activity over the Autumn and Christmas period. Successful applicants included support for the Ebbsfleet Christmas Carol service, the Mary's Child Christmas Tree festival which will now deliver in 3 locations, and funding for the Alzheimer's Society visit to Rochester Christmas Market. Most of the approved applications will deliver across new Ebbsfleet neighbourhoods and existing communities of Northfleet, Swanscombe and Greenhithe.

Much of the community activity throughout the garden city and surrounding communities over the summer period, and included in this paper was in part supported through previous rounds of the fund. The fund is continuing to be a vital source of support for both continuing great community development in the garden city from established bidders, and also from generating new ideas from individuals who have moved to the garden city and want to trial out new ideas.

2.3. Phase One, Ashmere, was successful at the 2025 [Housing Design Awards](#) which were held on 4<sup>th</sup> September in the Coin Street Community Centre, London. Celebrating delivery by Vistry and Clarion, consultant support from PRP Architects, and excellence in planning from EDC, the project secured two prestigious awards including Building for a Healthy Life Awards, presented by Homes England, and the Sustainability Award presented by the Future Homes Hub. The ceremony was chaired by Joanna Averley, Chief Planner from MHCLG and our success is particularly significant as it represents the best housing delivered by the mainstream housebuilding sector over the past year.

Securing the Building for a Healthy Life Award is a particular triumph as the 'Healthy' element was commissioned by EDC as part of our Healthy New Town programme, then promoted by NHS England and adopted by Homes England as a national standard. EDC use Building for a Healthy Life to assess all planning applications and we report on our success in securing design quality using this standard through our KPIs. The Award is a great achievement for EDC's planning and design teams and planning committee, and recognition of our commitment to design quality.



Images from the winning phase of the Housing Design Awards in Ashmere, Western Cross.



Images of EDC Team with Vistry and PRP receiving their awards from Joanna Averley, Chief Planner at MHCLG and Chair of the Housing Design Awards



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

3.1. The Parent and Teachers Association of Ebbsfleet Green School in Weldon, held their Summer Fayre on Saturday 28<sup>th</sup> June. The event continues to grow in scale and confidence with a wide variety of activities available. The event included representatives from local police and fire services, whilst the new Fastrack electric bus proved a highlight of the event. EDC also had a presence at the event, where we spoke to residents and answered any questions they had about the new development. EDC also hosted a bike repair session alongside Cycling UK, and provided traditional summer fayre games for the children, and even some of their parents got involved.



Images from the Ebbsfleet Green School (Weldon) Summer Fayre.

3.2. The annual Ebbsfleet Summer Market took place on the weekend of Saturday and Sunday 19<sup>th</sup> and 20<sup>th</sup> July. Organised by the Ebbsfleet Events Committee, the event attracted over 30 stalls and gave local entrepreneurs an opportunity to showcase their produce. The event was located at Platinum Jubilee Park in Castle Hill for the event. On its fourth year the event was particularly notable as it was run without any grant from EDC or the Ebbsfleet Garden City Trust Community Fund for the first time. This is a great example of where seed funding from the Corporation has helped local people to develop their own skills to deliver for themselves in the future. EDC had a presence at the event where residents could speak to EDC staff about any queries or concerns. Again, EDC partnered with Cycling UK to offer free bike repairs, and despite torrential rain in the morning, 32 bikes were repaired whilst residents were engaged with our stall throughout the afternoon.



Images from the Ebbsfleet Summer Market



3.3. The Ebbsfleet Salvation Army have led a series of 5 youth pop-up events over the summer period with a dedicated group of local volunteers. Working with young Ebbsfleet residents and their families, the events offered 'old-fashioned, fun in the park'. Each event was free, with support from the Ebbsfleet Community Fund, and provided games, chill out space, soft drinks and snacks, for over 250 families over the summer period. A variety of activities were offered in each location including badminton, volleyball, giant Jenga, dominoes, Uno flip, table tennis, rounders, football and basketball. The events were held in a different location each week, and attracted input from local police, PCSO's and child centred policing, politicians, and neighbours, reinforcing the principle "it takes a community to raise a child". The Salvation Army in Ebbsfleet is dedicated to providing safe spaces for young people, where they feel welcomed and valued. These series of events were used to ask young people what they want, and output, will help shape the future planned delivery of activities which will be delivered through the Mobile Community Space which is due to be delivered early in 2026. Congratulations to the [Ebbsfleet Salvation Army](#) for this initiative and we look forward to see what they can achieve when their new vehicle arrives.



Images from the series of 'youth pop-ups' delivered by the Ebbsfleet Salvation Army over the summer period.

- 3.4. The Ebbsfleet Baptist church have led a series of 'Coffee Shop Craft' sessions at the Blue Bean over the summer. The events continue to be very popular with families and being free are greatly appreciated by both children and their parents.



Images from the Summer 'Coffee Craft Summer Café'

- 3.5. The Ebbsfleet Baptist Church has also made the most of the excellent summer weather by moving their weekly coffee mornings to the park. The event was held in 'Elephant Park' in Castle Hill on every Friday during the summer. The events enabled families a free opportunity to meet up, enjoy some activities together. A local artist attended on several of the sessions to lead creative craft sessions, which attracted older siblings too.



3.6. Mary's Child Kent Charity delivered 'Food & Fun' sessions throughout Swanscombe & Greenhithe for primary school aged children to get together during the summer holidays to play games, be involved in arts and crafts and a free healthy buffet style lunch. This programme was delivered through funding from the Ebbsfleet Garden City Trust's Community Fund.

3.7. The Ebbsfleet Community Runners have been very active over the summer. The group ran 10km at Brands Hatch, and then a group of 24 members joined an organised race at the Queen Elizabeth Olympic Park running either 5 or 10km followed by breakfast. The group's garden city inspired green T-shirts are a great advertisement of Ebbsfleet as a healthy new town.



Images showing Ebbsfleet runners celebrating completing local organised runs.

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

- 4.1. The Creative Exchange programme continued over the Summer including the Curious Garden event which was held at Baronial Garden in Cable Wharf on 12<sup>th</sup> July. Delivered by local arts organisation Blueprint Arts, the event aimed to recreate the spirit of the Victorian Rosherville Pleasure Gardens which existed on the site up from 1837 to 1913. Curious Gardens was a modern interpretation with a 'steam punk twist' The event was the first major community event to be held in Cable Wharf. Throughout the Day, there was multiple events, including performances from the 'Tit for Tat Theatre Group' delivering their production of 'Books!'. A giant puppet 'Rosie the Bear' was very popular on the day, being paraded around the park highlighting the historic grade 2 listed bear-pit which remains on the sites, around which Baronial Gardens has been designed.



Photos of 'Tit for Tat Theatre' performing (top left), Rosie the bear parading around the Baronial Gardens (top right), Residents watching the musical band perform (bottom left) and the dance group of the event (bottom right)



4.2. A highlight of the Summer in Ebbsfleet was undoubtedly an outdoor cinema event held in Platinum Jubilee Park during the August Bank Holiday weekend. EDC funded 'Arts point', a new arts company based in Castle Hill to deliver an event for their neighbours, shaped by the local community. Residents were given a choice of films to choose from, attracting 538 community votes, proving a great way to engage the community and build interest in the event. The Lion King was chosen, and the natural amphitheatre proved the perfect setting for a cinema experience. Over 650 families and friends attended, arriving with their picnics, garden furniture, drinks coolers and even their dog sofas stuffed under their arms.



Images from the Outdoor Cinema Event in Platinum Jubilee Park



- 4.3. Feedback from the outdoor cinema event has been overwhelmingly positive. There appears to have been a huge sense of pride from residents that this event is happening in their community, and a sign of what a great place to live Ebbsfleet is becoming. Georgia Bird, the director of Arts point said.

*The community understood the assignment didn't they! This is what it is all about and it was so heart-warming. We have received so much wonderful feedback. It was so wonderful to experience the buzz of the event beforehand too. In my mums group they were talking about it, walking by the lake with my dog - two sat on the bench were talking about it, sat in the blue bean on my laptop and people at the next table were talking about it – none of them knew it was me; I just smiled so wide every single time. I will be forever grateful for the opportunity, not just for me and Arts Point, but for my neighbours and Ebbsfleet Friends.*

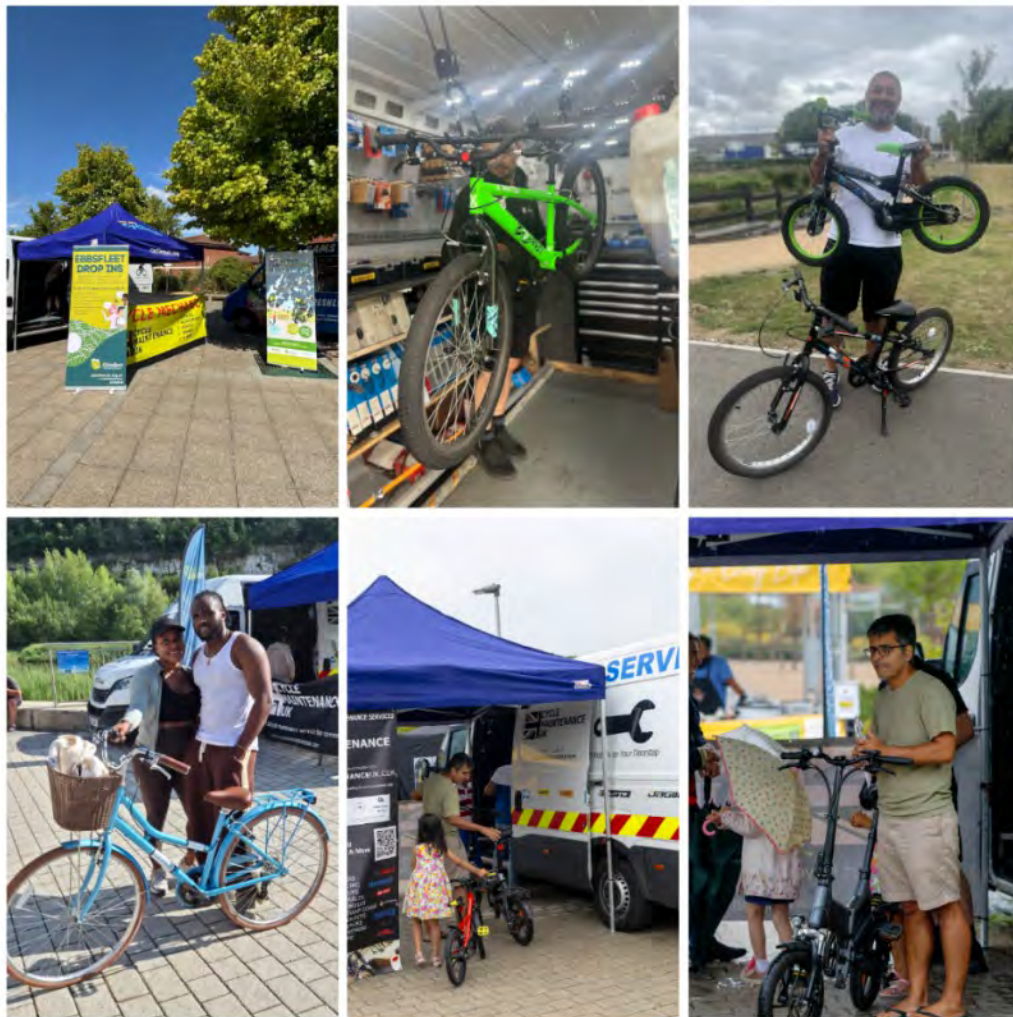


Images from the Outdoor Cinema Event in Platinum Jubilee Park





4.4. EDC's partnership programme with the 'Cycling UK Big Bike Revival' continued over the summer. Five events were held in different neighbourhoods across the garden city including Weldon, Springhead Park, Western Cross, Ebbsfleet Cross and Castle Hill. Over 90 bikes in total were repaired and made road worthy including many adults' and childrens' bikes. This programme received a lot of positive feedback from the residents and has encouraged them to use their bike as a different mode of transport. In some locations the repair sessions were complemented with cycle proficiency classes, and residents were also offered the opportunity to go on a guided ride.



Images showing residents at Bike Repair sessions, held across the summer receiving free repairs and advice on bike maintenance.

4.5. Following the success of the pilot careers service earlier in the year, the Young Mambos CIC careers workshops continued through July, with EDC funding 12 further sessions on Saturday mornings. In addition to the 24 young people assisted during the pilot, a further 155 young people engaged with the service from local schools, colleges, universities, plus 8 young people who were not in education, employment or training (NEET). The workshops were both in person and online over the 12 summer sessions and more than half the attendees returned for at least 2 workshops, plus word-of-mouth recommendations brought further attendees along. Young people were particularly interested in learning about CV and cover letter writing, applying for apprenticeships, communication skills and feeling they were in a safe space that assisted their mental wellbeing. This has been a hugely successful initiative to support a Northfleet based community interest company to help young residents in their area forge their future careers.



Photos show young people and EDC staff at the Young Mambos Careers Workshop.



4.6. Place Partnership is a collaboration between Gravesham Borough Council, Creative Estuary and EDC focusing on supporting creative skills and entrepreneurship in Northfleet. The jointly funded project has attracted Arts Council England funding, matched by EDC and GBC. One of the key initiatives of the 3-year programme has been the 'Impact Grants' initiative, funding local businesses in the creative sector to test new ideas with Northfleet residents. One of the grants was secured by Blueprint Arts, who have been delivering a series of free creative workshops for families the Hive, during July and August. These have been well-attended, and feedback has been overwhelmingly positive.

*One resident stated: "My daughter and I have loved attending the workshops over the past two weeks. It is nice to be able to do an activity together and we have tried out new ideas and skills that we would never normally do at home. The activities are interesting and creative and there is enough to keep everyone captivated for the whole time. Thank you. We will be back again next week and the week after!"*

*Another resident said that they were "So thankful and appreciative for these workshops for a free activity to keep the kids busy! Such a friendly atmosphere and plenty of crafts to keep everyone busy. Plenty of good quality materials, and I love that you can have as much or little guidance from the team as you'd like. Thank you for running these workshops, look forward to seeing what you do in the future!"*



Images from the Northfleet Creative workshops run by Blueprint Arts in The Hive over the summer.

4.7. Sports on Your Doorstep in Ebbsfleet have been commissioned by EDC to run weekly multi-sports /basketball/football for youth or adult sessions based on the preferences of the local community in 4 locations in Ebbsfleet including, Ashmere (Western Cross), Ebbsfleet Cross, Harbour Village and Cable Wharf. In addition to providing opportunities for physical activity, the sessions have also served as a platform to listen to residents who have difficulties accessing activities within the local area.



Residents attending the Family, Box-Fit session in Ashmere, Western

4.8. To support Henley Camland's ambitions for delivery of future parks in Whitecliffe, EDC created a community event for Ashmere residents for on Wednesday 9th July to gain an insight into what the residents would like within the future park and gathered ideas, especially the younger generation to help shape future delivery.



Image of engagement event at Ashmere Park, Western cross to get insight from residents as to what they would like to see in future parks.



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

5.1. Interest in learning from Ebbsfleet continues to grow. EDC hosted visits from the team at Harlow and Gilston Garden Community, the Kings Fund, and MHCLG 'placemaking', over the summer period. Kevin McGeough, Head of Strategy and Placemaking, joined Kirsty Wark, Kate Henderson (NHF and New Towns Taskforce) and Ian McDermott (CEO Peabody) on stage at the Housing Community Summit in Liverpool on 9<sup>th</sup> September to discuss how future New Towns might help to both tackle the housing crisis and stimulate inclusive economic growth.



Image showing Kevin McGeough joining Kirsty Wark, Kate Henderson to discuss opportunities from the future New Towns announcement at the Housing and Communities Summit in Liverpool

5.2. The summer has been a busy time for the Betterpoints 'Get Active in Ebbsfleet' challenge, funded by EDC. Campaigns over this period included 'Cycle to Work' day, and 'Kick-off Summer' celebrating the Women's Euros. EDC have worked with the Communications teams within GBC and DBC to promote the Betterpoints app to all local residents. Promotion will be primarily online and aims to increase levels of physical activity through campaigns around World Car Free Day, Mobility Week and Catch the Bus Month. Betterpoints released a Press Release celebrating the achievements of the previous year in Ebbsfleet. The Cycling UK Bike Repair and Ride sessions and Sport on Your Doorstep sessions were promoted via the app across July and August and residents were rewarded with additional points within the app for attending these sessions.

A 'Walk for Wards' initiative was launched within the app which allowed residents to earn and donate points to the Darent Valley Hospital Charity.

5.3. EDC employed two interns for the summer period to assist the Placemaking Team with community events, school engagement, cultural programmes and coordination and reporting on our social value activities. The students were from Swanscombe and Gravesend and gained significantly from their 12-week experience with us, whilst also assisted EDC, by giving a 'local youth' perspective on some of our programme planning.

5.4. The Consultants working on the Ebbsfleet Central project, created and then delivered a full day workshop at Dartford Grammar School for Boys on Friday 4<sup>th</sup> July. This event saw 180 Year 7 students, in small groups, think of various plans for the different areas of Ebbsfleet Central, encouraging critical thinking and teamwork. The winning group from each of the six classes then presented in the Mick Jagger Centre, offering some brilliant ideas for the future of Ebbsfleet Central.



Images showing winning teams within classes, EC Consultants and EDC Staff (top), photo of winning team in the year group (bottom left), photo of students working on their poster (bottom left).

5.5. EDC have continued our series of community Drop-ins across Ebbsfleet and surrounding neighbourhoods, which have become increasingly popular. Events were held in Springhead Park and Ebbsfleet Cross over the summer.

5.6. EDC took 15 students from schools within the Boroughs of Gravesham and Dartford to attend the Gowling WLG Taster Day on Wednesday 16<sup>th</sup> July at their offices in London Bridge. Students had the opportunity to network with senior lawyers over lunch, discover the various pathways into legal careers by listening and talking to apprentices in addition to experiencing a tour of the offices. This was a great example of how social value generated through EDC consultants can have tangible benefits to the lives of local students.

Feedback from students who completed a feedback form after the event could not think of anything that could be improved, one student even went as far to say, “the whole day was fantastic from start to finish - the only low would be when it ended!” Another student stated that ““it was such an inspiring and innovative day, and I know now what career path I would like to follow in the future.”



Gowling WLG's Offices / View + images of students preparing and presenting presentations.

- 5.7. EDC have hosted and coordinated work experience during this last term for 17 students from 9 schools. This included 3 being hosted at the Observatory and the other 14 at consultants working with us. Work experience is a hugely influential experience for young people and part of the curriculum for years 10 and 12. Most students were year 12s and able to travel to London.
- 5.8. EDC attended the Local Skills Improvement Plan (LSIP) Stakeholder Event which marked a key milestone in the evolution of the region's skill needs. Hosted by Kent Invicta Chamber of Commerce (KICC) with key stakeholders from across Kent and Medway in attendance. The construction sector is a priority focus of the LSIP, with EDC's inclusive economy activity contributing.
- 5.9. Through our commitment to the Kent & Medway Careers Hub and Cornerstone Employers Group, EDC hosted a 'Teacher Encounter Day' where 10 teachers from local schools visited the Observatory to learn more about the project and the skills required to work in the sector. 8 EDC staff from all our Directorates presented their career routes and discussed with the teachers what skills could be taught in the classroom to assist young people on their career journeys.
- 5.10. Ebbsfleet Central Fire Engineering consultant's BB7 have recruited a degree apprentice for their Chatham office from the Leigh UTC in Dartford. EDC arranged webinars for students at 3 schools to connect with BB7 and understand the opportunity on offer. Several students then applied for the position and Imogen was successful and will start with BB7 in September.
- 5.11. The summer term in schools is usually the busiest in terms of demand for careers advice, work experience and employer engagement. The EDC team visited Ebbsfleet Academy, Wilmington Grammar School, Dartford Grammar School and Sir Geoffrey Leigh Academy during the period for careers fairs, workshops with Construction Youth Trust and the Ebbsfleet Central teams and advising on apprenticeship opportunities.
- 5.12. Construction Youth Trust continue to deliver an Education Outreach programme on behalf of ECC engaging with 8 local secondary schools, and 752 young people through the career's awareness programme and workshop sessions. Highlights included a Hidden Careers session with a large group of Year 7 students at Thamesview School. Young people had a chance to learn about careers they might not typically associate with construction. Another highlight was a 'Career Pathways – Civil Engineering' session delivered at Rowhill School, an SEN school. This provided young people with an insight into day-to-day responsibilities of a civil engineer, as well as the different routes into the role. The total number of students who have now engaged with the EDC funded education outreach programme delivered by CYT is a staggering 9,236 since January 2022



- 5.13. EDC have grant funded Gravesend based O'Halloran & O'Brien to deliver 2 employability programmes during 2025/26, the first of which was in June. The week-long course was attended by 9 local residents with all passing their qualifications in vehicle marshalling health & safety and manual handling. 6 obtained their CSCS cards at first attempt allowing them access to work on site. The remaining candidates receiving additional support to help them pass. 2 candidates went into work immediately after attending the course, with the others awaiting openings. 1 attendee had been referred from the Young Mambo's Careers Workshops, meaning 2 young people have gained their CSCS cards because of attending the Careers Workshop, with one who was NEET, now working for OHOB.



Photos show participants receiving training at OHOB's centre in Gravesend.

- 5.14. EDC staff attended the Dartford Living Live business networking event at Dartford Grammar School. Following an introduction, the Cllr for Youth visited the Observatory in August to discuss how EDC is supporting young people in the community and through schools with our partners, to ascertain if there are collaboration opportunities for Dartford BC to add further support.

- 5.15. Youth Build, in conjunction with Clarion Futures, brought 10 students from Ashford College to Ebbsfleet as part of their NEET prevention programme. The students were electrical and plumbing students who were being mentored to progress into their chosen trades on completion of their courses. Clarion hosted a site visit to Ashmere, before the group visited the Observatory to learn more about the regeneration project. EDC and Youth Build plan to discuss the possibility of bringing the programme to our local area in the future.

## 6. **Forward Look**

- 6.1. EDC have been selected to present at the Healthy Cities Design Congress in October on how our Resident Satisfaction Survey research has influenced our priorities and to exhibit at the event on the Resident Connectedness project. We have also been asked to present at the Kent Design event on 'Embedding Community Engagement in the Planning & Design Process' in September and at a 'BOBMK Urban Design Network' webinar on Stewardship and Community Engagement in October.
- 6.2. EDC are planning two Welcome Events in October, in Cable Wharf and Alkerden. We plan to combine these events with Tree Giveaways to increase biodiversity in Ebbsfleet. The events will include children's entertainment and refreshments with the aim of welcoming residents to the Garden City and providing an opportunity to residents to meet their neighbours.
- 6.3. EDC have commissioned a newly formed Community group called the Ebbsfleet Health Alliance, made up of residents working in the health and wellbeing sector to run a Wellbeing Focussed event at the Weldon Heart Building. The event date is dependent on the opening schedule of the building but will provide an opportunity for local practitioners to showcase their services by running taster sessions throughout the day. There will also be healthy food options on offer and a marketplace of health and wellbeing services. This project is a good example of EDC working with residents to build capacity to organise and deliver events for the community.
- 6.4. EDC has been working closely with parkrun to bring a run to the lake by the Platinum Jubilee Park. 17 local volunteers have been recruited to run and marshal the event and have begun training with the regional parkrun Ambassador. An agreed route has been confirmed and event licence approved. The project, which we are looking to launch this Autumn, will provide a local and free opportunity for residents to take part in physical activity as well as providing a regular volunteering opportunity.

# Ebbsfleet Development Corporation Board

<b>PART I BOARD ITEM</b>
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**Title of Paper:** Ebbsfleet's Social Value Impact Report 2024/25

**Paper Number:** EDC 025/054

**Presented By:** Lara Pool, Inclusive Growth Manager

**Sub Committee:** Not applicable

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

This paper introduces the attached report on the social value generated and the positive benefits delivered by EDC and our suppliers, housebuilders and developers for the residents of Dartford and Gravesham Boroughs in 2024/25.

## **EDC Business Plan & KPIs**

This is the third annual report covering the period 1st April 2024 to 31st March 2025 and aligns and contributes to EDC's Social Value Ambitions, and Sustainable Development Strategy, which includes our commitment to Inclusive Economic Growth, a Vibrant Community and Healthy Environments.

## **Recommendation**

### **FOR INFORMATION**

Board is asked to **NOTE** the Social Value generated and recorded in 2024/25 and the case study examples contained in the social value impact report.

## **Annexes**

**Annex A** – Ebbsfleet's Social Value Impact 2024/25

## **Delegation**

Not Applicable

## **Financial Impact**

There is no financial impact from this report other than the small cost of producing and publishing the annual report.

## **Legal Impact**

The creation of Social Value contributes to EDC meeting its Public Sector Equalities Duty.

## **Equalities Impact**

Our approach to generating Social value is designed to help address inequalities in Ebbsfleet and the adjoining area through ensuring the benefits of the development impact positively on local residents, community groups, schools, charities and businesses.

## **Stakeholders Impact**

The Social Value created makes a positive impact on local communities by helping them to benefit from the investment delivered in Ebbsfleet.

## **Sponsor Impact**

There is no specific impact on MHCLG of the matter covered in this report.

### **1. Ebbsfleet's Social Value Impact Report 2024/25**

- 1.1 EDC reports on the social value generated and the positive benefits delivered for the residents of Dartford and Gravesham Boroughs each year. The third annual report covering the period April 2024 – March 2025 is being produced and will be provided at the board meeting after which it will be published online and distributed.
- 1.2 To summarise, in this period, £20,389,612 of social value was created which takes the cumulative total to over £52 million since EDC started to collect and measure social value activity in January 2022.

### **2. How we measure social value**

- 2.1 We seek to collect and record contributions to social value from all developers and contractors involved in developing the Garden City, through a 'whole place-based' approach which includes:
  - EDC direct investment in community assets and our activities and initiatives;
  - Activity from our procured suppliers, secured through the procurement process;
  - Activity of housebuilders and contractors who are not procured directly by EDC, but who report to us on their social value contributions.

### **3. How we record social value**

- 3.1. We record activity across 3 key themes:
  - Economy
  - Community
  - Environment

These are the themes of our sustainable development strategy and of the Social Value Portal's TOMs (Themes, Outcomes and Measures), which we use to measure and report on the social value generated.

### **4. Creating positive impact**

- 4.1 More important than the statistics, however, are the positive impacts for local people, their families and communities, and by the impact on the environment.



- 4.2 The report highlights case studies and stories to reflect these positive benefits, and the quality-of-life changes that social value has delivered.

## **5. Recommendation**

- 5.1. Board is recommended to note the social value recorded across the Garden City area in the 12 months to March 2025.

# Ebbsfleet Development Corporation Board

<b>PART I BOARD ITEM</b>
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**Title of Paper: Development, Infrastructure & Enabling Update**

**Paper Number:** EDC 025/055

**Presented By:** Paul Abrahams, Director of Infrastructure & Enabling Works; 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 progress being made on the projects covered in this report.

**Delegation**

Not Applicable

**Financial Impact**

Capital: The investment programme reflects the capital requirements associated with the development, infrastructure and enabling projects detailed in this report and this has been fed into our SR work.

Revenue: The investment programme reflects the revenue requirements associated with the development, infrastructure and enabling projects and these are being fed into our SR work.

**Legal Impact**

Our retained legal advisors continue to remain engaged on the development, infrastructure and enabling projects.

**Equalities Impact**

All projects across development, infrastructure and enabling consider equalities impacts on a project by project basis.

**Stakeholders Impact**

We are engaging extensively with stakeholders involved in all development, infrastructure and enabling projects.

## **Sponsor Impact**

We engage with MHCLG regarding our programme of projects across development, infrastructure and enabling and in more detail on a project by project basis as required.

### **1. Introduction**

1.1. This report provides an update on the key development, infrastructure and enabling works activities across the Corporation. In particular it covers the following key projects / sites:

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

### **2. Health, Safety and Wellbeing**

2.1. There have been no health and safety incidents affecting the projects and matters covered in this paper in the period since the last Board in July 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 continuing to be reviewed to ensure this can be delivered in phases or as whole with good progress being made on the RIBA Stage 2 re-design of the infrastructure scope of works and updating of the Area Masterplan for the Phase 1 area.
- 3.3. We are in the process of agreeing a set of workstreams with our Commercial Advisors, Cushman and Wakefield, to help to refine the disposal strategy and viability workstreams for the project and to provide input and advice into the review of the masterplan and associated infrastructure scope of works as noted in Section 3.2 above.

#### **4. Northfleet Embankment East**

- 4.1. The technical consultant commissioned to deliver a robust Remediation and Earthworks Strategy for the site, has now appointed a contractor who is currently undertaking detailed site investigation and ground monitoring works on site. The site investigation work will be ongoing throughout September 2025 and the monitoring will continue for a number of months beyond this. Once the results of this investigation work have been analysed, the technical consultant will deliver their conclusions, recommendations and strategies that will guide the next stages of the project. This work will provide a comprehensive understanding of the ground conditions to ensure that a robust cost estimate update can be developed for the future works.

#### **5. Ebbsfleet Green Community Buildings**

- 5.1. The Weldon Wellbeing Pavillion, adjacent to the Spring River pub, is weathertight with cladding due to commence and internal fit out work in progress. The new 3G pitches and external works are underway with final surfacing due to be laid in the coming weeks. Please see Figure 1 below.

**Figure 1:** Weldon Wellbeing Pavillion





- 5.2. The Weldon Heart community facility next to the Ebbsfleet Green Primary School, has received the external canopy. Internally the kitchen and welfare facilities are being installed and finishes works are in progress. Works to external landscaping are underway. Please see Figure 2 below.

**Figure 2:** Weldon Heart Community Facility



## **Infrastructure and Enabling Projects**

### **6. Springhead Bridge**

- 6.1. KCC have issued the S278 part 1 and 2 certifications for the road remediation highlighted within the Principle Inspection. The damage caused by vandalism at both bridge abutments has been rectified and a KCC Structures representative has attended site to inspect the final snagging items that once approved will lead to the formal sign off of 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. We are still awaiting the final written confirmation from KCC for acceptance of the Principle Inspection items.



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

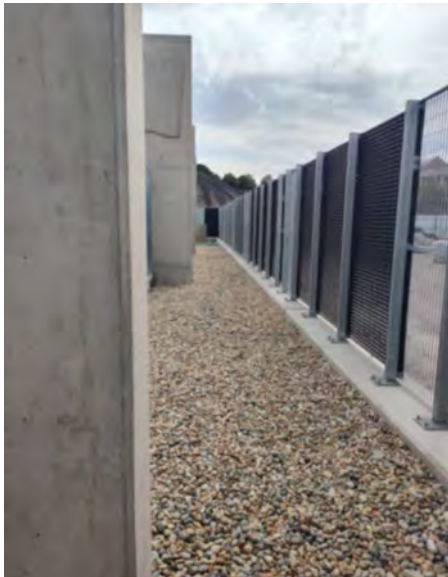
- 7.1. Southern Water have executed the Contract with their professional services contractor Kier to continue with the feasibility for their growth works identified within their AMP 8 financial period which includes the Northfleet site. Utilisation of the original Option B design including the additional extra-over odour control will be reviewed and included within the scope.
- 7.2. Southern Water are working up a document for EDC that covers the revised scope of the project including options design, timelines, odour contours and proposed technology requirements along with a combined target cost. Negotiation for a new Grant Agreement has recommenced with Southern Water as part of the proposal.

## **8. Electricity Supply Infrastructure**

- 8.1. Construction of the new Northfleet Embankment Primary Substation continues to progress well with the switchgear installation complete and commencement of the wiring and cold commissioning programme.

**Figure 2.** NEPS Transformer, Fencing and Switchgear installation.





- 8.2. 33kV and 11kV Cable route design and legal consents actions continue with EDC working closely with UKPN to ensure land owner rights/confirmatory deed are handled sensitively and effectively.
- 8.3. High-level summary of findings regarding the heritage, ecological and landscape surveys are now under review with the UKPN planning consultants and engineering design team.
- 8.4. The access/egress option for Car Park D is now agreed with LSPHS and UKPN are working up detailed designs that show the associated impacts to existing car parking spaces. EDC have agreed with UKPN that any access/egress solution will include safe guarding for future Ebbsfleet Central West master planning

- 8.5. UKPN continue to progress with the detailed design for the Ebbsfleet Central primary substation and have commenced the formal pre-application process with EDC planning.

## **9. Fastrack - Bean Tunnel**

- 9.1. KCC are still in discussion with Bluewater over the BNG requirements for Habitat Management and Monitoring. Contract award has been completed for the tunnel construction and a revised programme of works is being worked through with the successful contractor. Discussions are ongoing regarding the Consolidated Legal Agreement and EDC have reviewed and commented on the latest iteration; we are confident that this is nearing conclusion and Bluewater have now been approached for inclusion. KCC are currently estimating a soft start for build in tandem with the BNG works in January 2026 with completion set for July 2027.

## **10. Recommendation**

- 10.1. Board is recommended to note the progress being made on the projects covered in this report.