

Ebbsfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Chief Executive's Part One Update

Paper Number: EDC 025/061

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. For this meeting the report covers items on Board Governance, an update on the Spending Review process and the impact on the process for Business Planning and preparing the next Corporate Plan, and our performance report up to the end of the second quarter of this business plan year.

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 updates provided in this report.

Annexes

Annex A – Quarter 2 2025/26 Performance Report

Delegation

Not Applicable.

Financial Impact

Not Applicable, unless specifically referenced in the relevant section.

Legal Impact

Not Applicable, unless specifically referenced in the relevant section.

Equalities Impact

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

Stakeholders Impact

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

Sponsor Impact

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

1. Health, Safety and Wellbeing

- 1.1. There have been no health and safety incidents involving our staff since the last report.

2. Governance

- 2.1. We are awaiting the approval of Ministers for the nominated representatives of KCC to the Board and Planning Committee.
- 2.2. The recruitment process for the two vacant Board members is expected to commence shortly, following final sign off in the Ministry.
- 2.3. This meeting is the last for our Board Apprentice, Parbej, and I would like to wish him all the very best for his future career. The Corporation has signed up to participate in the programme again next year and we expect to hear shortly who will join us for the next 12 months.
- 2.4. In line with Cabinet Office guidance for ALBs, the Corporation is required to conduct an externally facilitated Board effectiveness review in 2026. The Chair has proposed that this process should take place in February of 2026. The terms of reference are being developed and the independent lead for this work will be identified soon.

3. Spending Review, Business Plan and Corporate Plan

- 3.1. MHCLG are still in the business planning process to determine allocations for EDC, and other areas of spend, for 26/27 and beyond. As a result, we have not yet had confirmation of its allocations for 26/27 – 29/30.
- 3.2. 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.
- 3.3. 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. Quarter 2 2025/26 Performance Report

- 4.1. So far in the first half of the year there has been good progress against both the business plan key actions and KPIs.
- 4.2. Attached at Annex A is a report on our overall performance against key actions set out in our annual Business Plan for 2025/26, together with progress against the quantitative KPIs.
- 4.3. Highlights include:
- 138 homes were completed in Q2, taking the yearly total to 255 completions. 26 of these meet the definition of our diversification KPI.
 - Projects within the programme are progressing well, with work continuing on the development of Business Cases for Ebbsfleet Central West and Health and Wellbeing Hub.
 - The Fastrack bus route through Whitecliffe to Bluewater completed in summer 2025 and is now operational.
- 4.4 We are aware at this stage that some KPIs and corporate priorities will unfortunately not be met this year, including our KPI on housing delivery. This is because the developer at Cable Wharf has moved back completion of some units to summer 2026. As this number feeds into other KPI calculations, it is likely that some other KPIs will not be met this year (e.g., Private Sector Investment).

5 Staffing

- 5.1 The recruitment campaign to fill the Director of Corporate Services post has resulted in a good field of candidates. These have been assessed to provide a long list who will receive a 'technical interview' in order to result in a short list for final interviews. Final interviews are scheduled for the 9th December.
- 5.2 As Board are aware, I have notified the Corporation of my retirement at the end of March 2026, after 8 and a half years as Chief Executive. The process to secure a new Chief Executive is underway with a closing date for applications before Christmas.

6 Recommendation

- 6.1 Board is asked to **NOTE** the updates provided in this report.

Annex A – QRT 2 2025/26 Corporate Performance

2025/26 Corporate Performance Update – Quarter 2 (Progress to 30th September 2025)

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

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

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

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

Commitment By the end of March 2026, we will have:	Comments (Progress up to 30 th September 2025)	RAG STATUS
Subject to approval of the Outline Business Case for Ebbsfleet Central Phase 1, submitted reserved matters applications for the initial infrastructure works packages, progressed detailed design of the enabling and infrastructure works for the first phase through to RIBA Stage 3 (spatial co-ordination), completed the first of the two-stage contractor procurement process and initiated the Pre-Construction Services Agreement work programme with the appointed contractors.	Following a review of anticipated funding availability and planning process timescales, in order to de-risk the pre-construction design and procurement work, a revised strategic programme for the project was approved by Project Board in September 2025. RIBA Stage 2 re-design work is ongoing and will be completed in Q3 2025/26 alongside the required updates to the design and planning proposals. The first of the two stage contractor procurement process, the Invitation to Participate, will commence in Q4 2025/26.	GREEN

Annex A – QRT 2 2025/26 Corporate Performance

Commitment By the end of March 2026, we will have:	Comments (Progress up to 30th September 2025)	RAG STATUS
Established a robust remediation and de-risking strategy for the Northfleet Embankment East site and prepared and submitted an Outline Business Case for the project.	The appointed consultant undertook a detailed site investigation which was completed successfully at the site in September 2025. The site data is currently being analysed. The consultant will use the results to produce a robust remediation and de-risking strategy by the end of Q3 2025/26. These documents will be used to update the cost estimate for the scheme which alongside work to determine the most appropriate design/contractor procurement route will help inform the Business Case strategy.	GREEN
Prepared and submitted a Strategic Outline Case for Ebbsfleet Central West and progressed work on the preferred way forward.	Work continues on the preparation of the Strategic Outline Case (SOC). Having completed work to assess scheme viability and defined the preferred role for EDC in order to realise the project aims and objectives, the SOC will now be finalised and submitted for approval.	GREEN
Prepared and submitted a Strategic Outline Case for the proposed Health and Wellbeing Hub.	The Strategic Outline Case for the Health and Wellbeing Hub is being finalised for consideration by Investment Panel in the New Year and submission to the Board by end March 2026.	GREEN
Completed the required legal agreements to facilitate a start on site of the Alkerden Community Hub works.	Drafting of all legal agreements between the relevant parties relating to the Alkerden Hub continue to be progressed with the target of signing agreements by the end of March 2026 to achieve a start on site during Spring 2026.	GREEN
Achieved further progress on a number of community facilities including completing RIBA stage 2 (concept design) for the land and buildings adjacent to Northfleet Station and at Castle Hill Block D.	RIBA Stage 2 technical surveys and design is being finalised after significant engagement with the LPA. Officers undertook pre-market engagement with potential operators ahead of formal operator procurement which is due to launch in Q3 2025/26. Castle Hill Block D: Further market testing in relation to the most appropriate operational model for the facility is underway and once concluded, a revised client brief will be agreed which will form the basis for future design work.	GREEN

Annex A – QRT 2 2025/26 Corporate Performance

Commitment By the end of March 2026, we will have:	Comments (Progress up to 30th September 2025)	RAG STATUS
Achieved further progress on a number of sustainable transport projects including submitting the Strategic Outline Case for Ebbsfleet Gardenway, commencing implementation of a new approach to 'wayfinding' and signage, and enabling the next phase of the Ebbsfleet Gateway planting scheme.	The next stage of grant funding is being drafted to enable KCC to procure works for the Ebbsfleet Gateway project. Both the Ebbsfleet Gardenway and Wayfinding projects are on hold pending a strategic and commercial evaluation.	AMBER
Concluded all works and agreements to facilitate KCC adoption of Springhead Bridge.	Final approval of Principal Inspection items has been granted by KCC Structures and the S278 certification has been issued. S38 and final agreements with KCC are under discussion.	GREEN
Reached agreement with Southern Water for the basis of investment by EDC to secure 'extra over' odour controls at the existing Northfleet Waste Water Treatment Works as part of their overall improvements works.	Discussions with Southern Water have commenced over the design proposals for extra over odour controls in preparation for developing a future grant agreement prior to Southern Water's capacity upgrade works.	GREEN
Met our statutory planning performance targets across the year by continuing to provide a high-quality planning service which engages with developers in a positive and constructive way during the entire development lifecycle.	Planning performance is exceeding the statutory targets. Engagement has taken place with developers across Ebbsfleet including those working on developments at Eastern Quarry, Ebbsfleet Central, Harbour Village and Cable Wharf. These discussions cover the pre-application process all the way through to delivery and completion. The annual training for the EDC Planning Committee has been delivered.	GREEN

Annex A – QRT 2 2025/26 Corporate Performance

Commitment By the end of March 2026, we will have:	Comments (Progress up to 30th September 2025)	RAG STATUS
Successfully delivered our annual programmes of activity in respect of Inclusive Growth, Community Development, Arts & Culture and Environmental Sustainability, achieving the stated project outputs.	All projects are progressing well and are on track to deliver their planned outputs by the end of the year. The work has included hosting welcome events and drop-in sessions for local residents and providing funding for heritage walks and the outdoor cinema event. We are continuing to support the Community Board and further work on volunteering and community development is planned. Education outreach and employability programmes are being delivered. Surveys have been undertaken covering water use and travel and the garden competition was run. Work has started looking at a potential material re-use hub.	GREEN
Continued to strengthen the reputation of the Corporation as an effective delivery organisation through engagement with community and corporate stakeholders, including attending events, speaking engagements, and industry networking to demonstrate the successes and work achieved.	The Corporation continues to attend community events and drop-in sessions with local stakeholders and has engaged with opportunities to contribute to industry networking events and engagement, including UKREiiF, MIPIM and the Academy of Urban Congress. A communications risk assessment log is maintained to monitor and manage responses to various risks, including supporting resident concerns and questions about life in Ebbsfleet.	GREEN
Implemented and embedded the new requirements of the Procurement Act 2023.	The Board has approved the revised Procurement and Contract Management policies which now reflect PA23. Training sessions for staff have taken place and we are now fully implementing the revised policies.	GREEN
Put into place arrangements that enable us to efficiently call off technical and other specialist services to support us in our project delivery.	The procurement process to appoint a single supplier for call-off comprehensive technical and professional design services has been completed.	GREEN

Annex A – QRT 2 2025/26 Corporate Performance

Commitment By the end of March 2026, we will have:	Comments (Progress up to 30th September 2025)	RAG STATUS
Continued to develop our organisational effectiveness through implementing our organisational development action plan for 2025/26, and ensuring we have the right skills and capacity within our staff team to deliver our work programme.	Our organisational development plan for the current year has been finalised and includes a range of actions – with milestones - designed to assist our readiness for the next SR/corporate plan period, our ways of working, our staff engagement, learning & developing and staff health & wellbeing. We have recently undertaken a staff survey and are in the process of analysing and digesting the response. Recruitment for a new Director of Corporate Services is underway.	GREEN
Published a new corporate plan that sets out our medium-term commitments following the outcome of the Government's Spending Review process.	A Corporate Plan is substantially drafted and has been shared with the Board and MHCLG. As agreed, it will be finalised once the future years spending allocations are confirmed and will then be submitted for Ministerial approval.	GREEN

Annex A – QRT 2 2025/26 Corporate Performance

Table 2: Key Performance Indicators		
Category	2025/26 Measure and Target	Performance Summary at end of Q2
Housing Delivery	During the year EDC will facilitate 565 new home completions.	NOT ON TARGET 255 homes have been completed so far this year within the Ebbsfleet Urban Development Area boundary at the following sites: - • Ebbsfleet Green/Weldon – 3 • Harbour Village - 81 • Ashmere/Western Cross – 43 • Alkerden 5A – 25 • Alkerden 5B – 26 • Alkerden South - 27 • Croxton & Garry - 50 16 homes have also been completed at Gilbert Close which were funded from s106 funds paid to Dartford Borough Council from the Eastern Quarry development. Revised forecasts have been received from Keepmoat on their Cable Wharf site and development has started later than anticipated at the Bellway scheme at Alkerden Parcel 3. The forecasts on other sites have remained largely unchanged and so it is unlikely that the reduction in completions will be made up elsewhere. Overall completion is likely to be approximately 505 homes.
Quality of Homes and Neighbourhoods	100% of the homes consented through reserved matters approval or full planning permission, percentage that have passed the Building for a Healthy Life assessment.	ON TARGET No reserved matters applications or full planning applications for residential development have been determined in the year so far. Decisions are planned for Q3 and Q4.

Annex A – QRT 2 2025/26 Corporate Performance

Table 2: Key Performance Indicators		
Category	2025/26 Measure and Target	Performance Summary at end of Q2
Diversification of Housing	65 homes completed that contribute to a more diversified housing mix.	ON TARGET 26 Private Rented Sector (PRS) homes have been completed at Alkerden 5B and further completions are forecast during the year.
Affordable Homes	20% of all new homes completed that meet the definition of 'Affordable' according to current planning regulations Note: the target for Ebbsfleet overall upon completion is 30%.	ON TARGET 74 affordable homes have been completed so far this year at the following sites: • Alkerden – 36 • Ashmere – 9 • Harbour Village – 29 Following the receipt of the revised forecasting for Cable Wharf and Alkerden Parcel 3 (as outlined in the first KPI above), we have reviewed the affordable housing forecast and this KPI remains on target.
Parks, Open Spaces and Recreation Areas	9.5 hectares of new or improved parks, open spaces and recreation areas completed during the year in the Ebbsfleet urban development area.	ON TARGET The recreation areas associated with the Alkerden Secondary School (temporary) which are dual use and therefore available to the community have been delivered. Some other areas of open space have been delayed from this year to next, but we still expect the target to be reached with delivery of a collection of spaces expected later in the year.

Annex A – QRT 2 2025/26 Corporate Performance

Table 2: Key Performance Indicators		
Category	2025/26 Measure and Target	Performance Summary at end of Q2
Investment in Social and Community Infrastructure	£60m of investment in social and community infrastructure in the financial year.	NOT ON TARGET So far investment has taken place at Alkerden Education Campus, the Ebbsfleet Green Community Buildings, the Henley Building and Rosherville Primary School. The level of investment during the first half of the year has been £29.57m. There are delays to some projects which will reduce the level of investment in social and community infrastructure during the year, the most notable of these is Alkerden Hub. We are therefore now forecasting £56.8m investment during the year.
Sustainable Transport Investment	£18m of sustainable transport investment.	ON TARGET The Fastrack bus route through Whitecliffe to Bluewater via Hedge Place roundabout was completed and operational in Summer 2025. Based on this information and a review of the progress on the other elements which feed into this KPI, we are on target to reach £18m of investment this year.
Private Sector Investment	£200m of private sector investment.	NOT ON TARGET Based on the current calculations, we have delivered £101.9m of private sector investment so far this year. Due to the expected fall in the housing number for 2025/26, we will not meet the target of £200m of private sector investment. <i>*Calculated as Gross Development Value (no. of homes completed x average sales price over each reporting year [from Dartford Borough and Gravesham Borough] using HPI data, less a developer margin of 20% + the private sector element of; the Investment in Commercial Development, Investment in Social and Community Infrastructure and Sustainable Transport KPIs.</i>

Annex A – QRT 2 2025/26 Corporate Performance

Table 2: Key Performance Indicators		
Category	2025/26 Measure and Target	Performance Summary at end of Q2
Employment Creation	1,000 construction job opportunities enabled through investment in the Ebbsfleet urban development area.	NOT ON TARGET Based on the investment in commercial development, private sector homes, sustainable travel and social and community infrastructure during Q1 & Q2 2025/26; 539 construction jobs have been enabled. Due to the expected fall in the housing number for 2025/26 and reduction in social and community infrastructure we will not meet the target of 1,000 construction jobs.
Community Participation	<u>Community Sentiment</u> 80% of residents of the new neighbourhoods within the urban development area responding to EDC's residents' satisfaction survey believe there is a strong sense of community feeling in their neighbourhoods <u>Community Involvement</u> 25% of residents of the new neighbourhoods within the urban development area responding to EDC's residents' satisfaction survey say that they get involved in community activities	This KPI will be assessed via the annual Resident Satisfaction Survey which is taking place during the Autumn.

Ebbsfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Planning, Design and Delivery Report

Paper Number: EDC 025/062

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.

The paper summarises the progress seen on each of the strategic development areas; planning casework is currently focussed on Harbour Village, Alkerden and Ashmere. A recent planning appeal was won at the George and Dragon Public House. 29 further housing completions are being reported this month but no further starts. The annual housing completions has now reached 284. Planning Committee met in October for a pre-application presentation by Dandara and the next scheduled main meeting is in December where schemes from Bellway and Vistry/Clarion will be considered.

EDC Business Plan & KPIs

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

Recommendation FOR INFORMATION

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

Annexes

Annex A – Ebbsfleet Delivery Dashboard

Delegation

Not Applicable

Financial Impact

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

Legal Impact

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

Equalities Impact

The public sector equalities duty is considered in planning reports.

Stakeholders Impact

Stakeholder engagement takes place through the planning consultation process.

Sponsor Impact

Not Applicable

1. Development Sites Update

1.1 The number of planning submissions received so far this year has been consistent with this time last year but we have seen more planning conditions submitted than major applications. This is due to developers starting to commence development on some new phases which were consented last year and a slight slowdown in progressing discussions on future schemes. Pre-application discussions are now taking place with various developers with those applications now expected to be submitted in the coming months with decisions in the spring.

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

Ebbsfleet Central

- Discussions are ongoing regarding the s106 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, site wide strategies and early infrastructure are ongoing. A Design Forum took place on 16th October 2025 to review the emerging proposals.

Ebbsfleet Green

- The Neighbourhood Hub (Weldon Heart) is now expected to be completed by December 2025 and the Community Hub (Weldon Wellbeing Pavillion) is expected to be completed by January 2026. We are working closely with Thomas Sinden to discharge all outstanding planning conditions and non-material amendment applications.

Northfleet Riverside

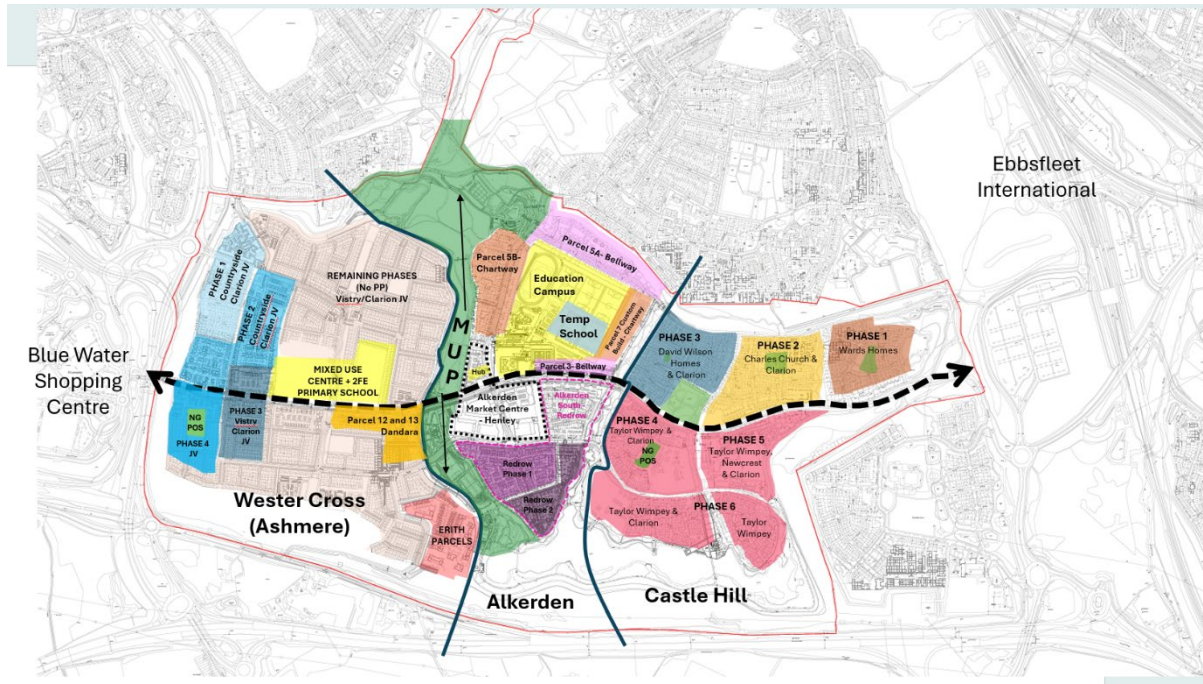
- Rosherville Primary School: The construction of the primary school is nearing completion (forecast April 2026) and the final pre-occupation conditions are under consideration.
- Cable Wharf: The works to convert and restore the WT Henley Building are progressing well but internal works are delayed due to moisture in the building, the current forecast for completion is now April 2026.
- Harbour Village Phase 1B: The installation of play equipment at Chimney View Park is planned for November 2025.
- Harbour Village Phase 2: The affordable housing units have been handed over to Moat Housing and the phase is now fully occupied.
- Harbour Village Phase 3A: Pre-commencement conditions have been submitted and Bellway are planning to start works by the end of 2025. Discussions continue with Gravesham Borough Council to take the affordable rented homes and a s106 deed of variation is expected to replace the shared ownership homes with discounted market housing.
- Harbour Village Phase 3B: Updated plans have been submitted for the reserved matters application and we are aiming to report it to Planning Committee in December 2025.
- Northfleet Riverside Fastrack: The Grove Road Highways Improvements planning application was recently approved. 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: The full planning application for 68 homes, a commercial unit and highway improvements to support the Fastrack bus route continues to be assessed and we are aiming to report it to Planning Committee in December 2025.
- Northfleet Embankment West Employment Land: Pre-commencement conditions have been submitted and are being considered. The landowner has reported difficulties in finalising contracts on these sites due to issues with available energy and discussions with UKPN are taking place.
- Former Berkeley Modular Housing Factory: The site has been sold to Axle Logistics.

Eastern Quarry

- Castle Hill Phase 4: The reserved matters application for the final neighbourhood public open space within Phase 4 has been submitted and out to consultation.
- Alkerden Parcel 3 (Bellway - 56 dwellings): Construction has commenced on site. Several discharge of condition applications are under consideration.
- Alkerden Parcel 5b (Chartway - 162 dwellings): The development continue to progress well with 40 units handed over to the PRS operator Packaged Living to date.
- Alkerden South Phase 2 (Redrow - 91 dwellings): The development has now commenced and several discharge of condition applications are being considered, alongside a submission to amend the approved layout and appearance.
- Western Cross Phase 3 (Vistry – 216 dwellings): Discharge of condition applications continue to be processed.
- Western Cross Phase 4 (Vistry - 227 dwellings): The consultation on the reserved matters application has finished and the applicant is revising the scheme to respond to the comments. We expect the application to be reported to Planning Committee in December.
- Western Cross Phase 4: Neighbourhood Public Open Space: A reserved matters application has been submitted and currently out to consultation.
- Western Cross Parcels 12 & 13 (Dandara – 143 dwellings): Further pre-application meetings have been held, and Committee Members have been briefed. A further pre-application session is planned ahead of anticipated submission by the end of November.



Other Sites

- Rectory Cottage, Springhead Road: A full planning application for redevelopment of Rectory Cottage to provide 14no. apartments, was refused on grounds including highway safety, loss of a mature tree and failure to secure necessary planning obligations.
- George and Dragon: The planning appeal for a change of use from a Public House to Hot Food Takeaway was recently dismissed by the Planning Inspectorate.

2. Housing and Delivery

2.1 The Ebbsfleet Delivery Dashboard is attached in Annex A.

2.2 This month we are reporting 29 completions and no further starts bringing the annual totals to 284 completions and 120 starts. There are 511 homes currently under construction. The total number of new homes in the Ebbsfleet urban development area boundary is 5,128.

2.3 The completed homes this month came from Harbour Village and Alkerden Phase 5B. As previously reported, we are no longer expecting further completions from Cable Wharf this year and other sites have finished. We therefore have 5 live outlets – Ashmere, Stonehaven Park, Alkerden 5A, Alkerden 5B and Harbour Village – this is lower than we seen in previous years.

2.4 The number of homes under construction is the lowest we have seen for some years however we expect 3 phases of development with planning permission to start soon. Bellway are forecasting starting their phase 3A scheme at Harbour Village by the end of the year; Bellway have started ground works on their Alkerden Parcel 3 scheme; and Vistry has recently drawn down Ashmere Phase

3 from Henley Camland. As highlighted in para 1.1 there has been a slowdown in the number of new major applications being submitted and whilst some of these applications are expected in the coming months, the activity this year will impact on the housing completions for next year which is likely to be less than this year. We are currently reviewing the overall build out forecast for Ebbsfleet to better understand annual rates until completion.

3. Planning Committee Update

3.1 Planning Committee members met in October and had a pre-application presentation from Dandara who are designing a scheme for 143 homes in Western Cross (Ashmere). The application is expected to be submitted by the end of November.

3.2 The current live applications which we anticipate will be reported to a future Planning Committee include:

- Harbour Village Phase 3B
- Abacus Corner – Northfleet Embankment West
- Ashmere/Western Cross – Phase 4/Parcel 10

3.3 Kent County Council has nominated Cllr Ryan Waters as their representative on the Planning Committee. Appointments to the Planning Committee are made by the Secretary of State and this nomination is currently with MHCLG.

4. Open Digital Planning

4.1 I attended the Open Digital Planning (ODP) Camp hosted by Medway Council in October. ODP is an initiative supported by MHCLG where local planning authorities explore and develop improved digital solutions to be used in the planning process. This includes aligning the quality of digital data and deploying better online services for residents who may wish to check if planning permission is required to their property or to submit an planning enforcement complaint. EDC is not currently a member of the group but I attended the event to understand more about the initiative and whether it could improve the delivery of the planning service. We will consider whether to implement any of the ideas as part of the business planning for 2026-27.

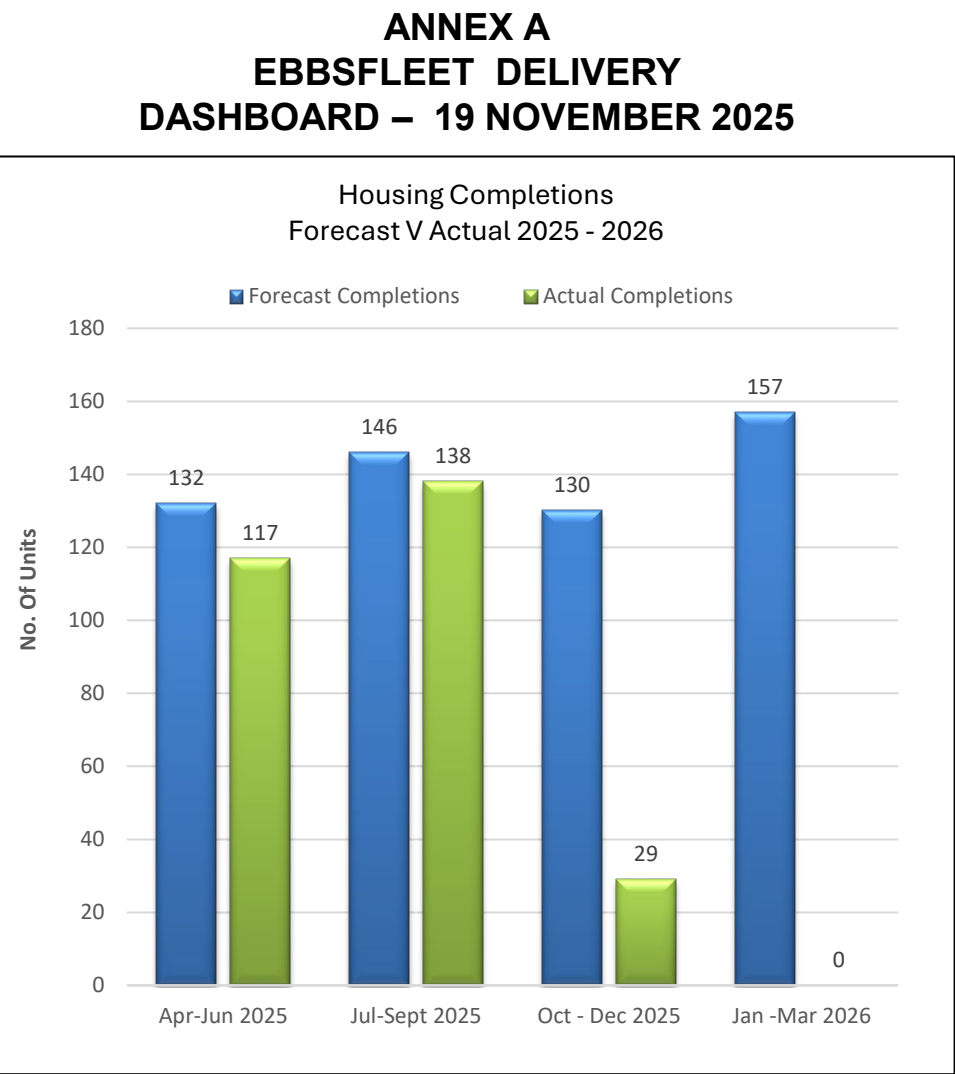
5. Landscape Audits

5.1 During the summer the team undertook a series of landscape audits across Ebbsfleet. The audits looked at hard and soft landscaping and included reviewing bin, benches etc. The aim of the audits was to investigate the following:

- Whether the developments have been built in accordance with the approved plans.
- Whether the developments are adhering to planning conditions concerning maintenance and management.

- In instances where a breach of planning has occurred, whether EDC able to take enforcement action or whether the scheme is immune, for example due to the passage of time.

5.2 The reviews have identified various locations where planting has not been fully implemented in accordance with approved details, for example trees may be missing. There are also various sites where trees or plants have died and need to be replaced. The public realm is generally being built in accordance with approved details. Officers are arranging site meetings with developers and their landscapers to agree a programme of works to be implemented over the coming months to rectify the areas we have identified.



Ebbsfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Ebbsfleet Living

Paper Number: EDC 025/063

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 Mid-September to end October period. Highlights over the period include the publication of the Space in the Place – community infrastructure model and the Social Value Impact Report. The 2025 Residents Satisfaction Survey is now live, and we have published a ‘Listen, Learning, Delivering’ infographic to reflect on our response from last year. The launch of the Whitecliffe Lakes Parkrun has been a remarkable success, both in terms of runners and volunteers.

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

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 period from mid-September to end of October 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.

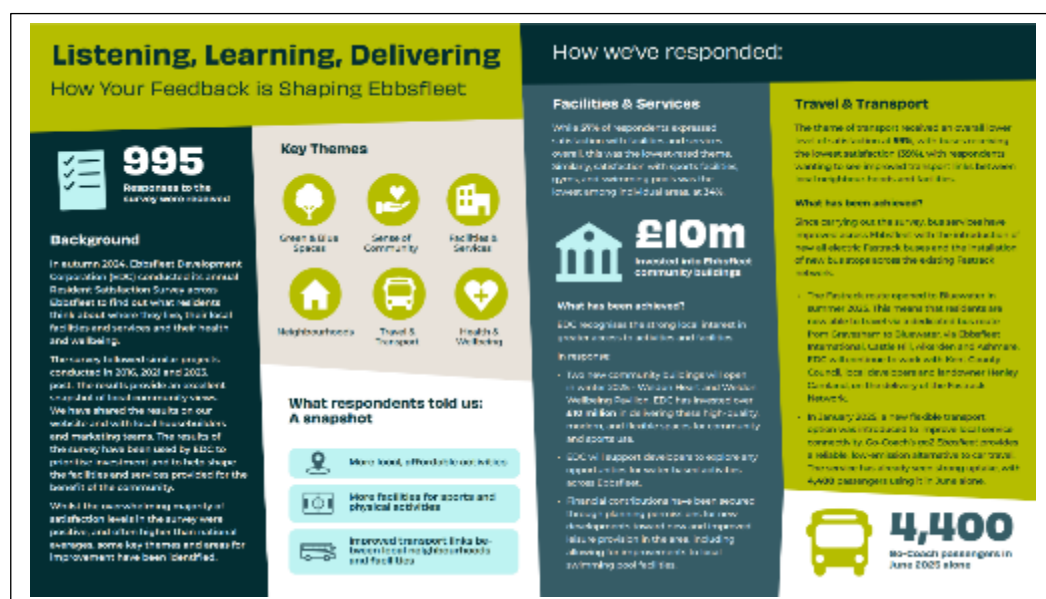
2.1. The [Ebbsfleet Community Board](#) met on 14th October at the Observatory. The emerging 'Our Ebbsfleet' portal which they are developing is getting close to launch. The group are currently recruiting volunteer experts to upload relevant information, and to help run the site once it is up and running. The new web platform which will foster opportunities for information sharing, signposting, and fostering resident connectedness.

2.2. The [Ebbsfleet Garden City Trust](#) have announced the appointment of four new [Trustees](#) to support the delivery of stewardship of the garden city. Michelle Payne joins Penny Marsh, representing the Ebbsfleet Community Board on EGCT, whilst three further residents have also been appointed. Michele Yianni Attard has been appointed to represent local businesses, Ibrahim Oyedele will represent the local voluntary and faith sector, and Carrie Old has been co-opted to bring her expertise on education to the Board of Trustees. EDC Board continues to be represented by Valerie Owen.

2.3. The [Ebbsfleet Community Fund](#) Round 3 for the year is currently open for applications, with a closing date of 21st November 2025. Many events planned locally for the Christmas period have already secured funding. EGCT are also showcasing many of the [case studies](#) of previous projects supported through the fund, including from Ebbsfleet Baptist Church, Ebbsfleet Events Committee, and the Ebbsfleet Games Group.

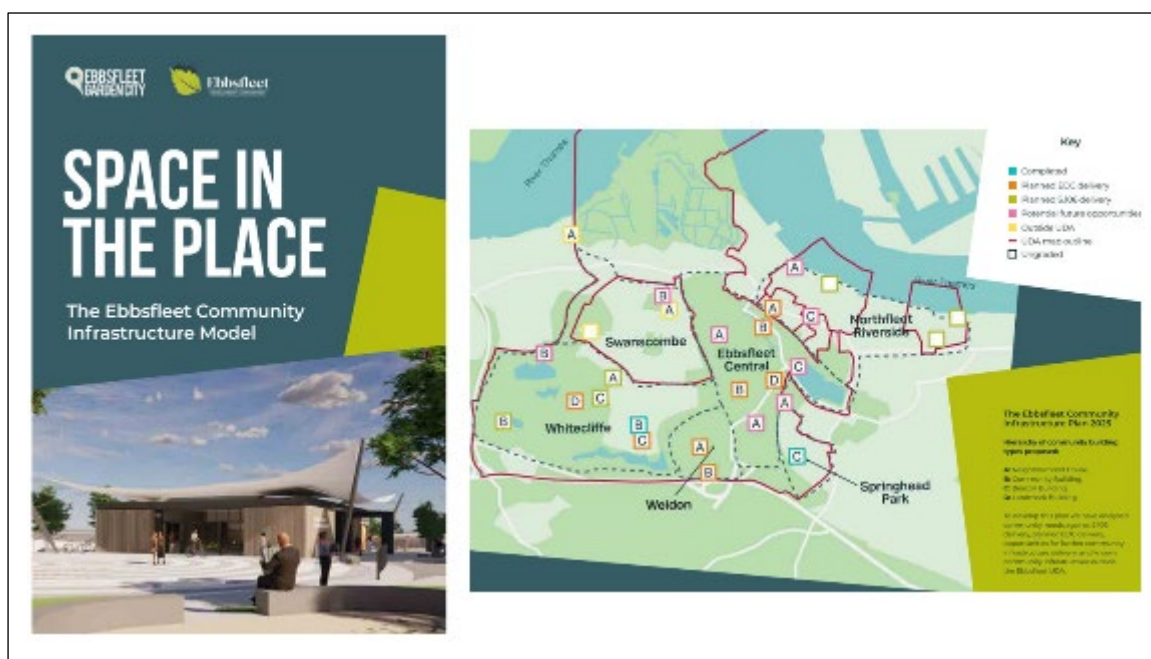
2.4. Following approval by EDC Board at their September meeting, EDC has published our 2024 [Social Value Impact](#) report which highlights how we are maximising the positive impact of the Ebbsfleet development for local people.

- 2.5. EDC have launched the [2025 Residents Satisfaction Survey](#), which will run until December, initially on-line and then through door to door surveys. Due to financial constraints this year, the survey shall target 800 responses and focus on new development areas only. The results of the 2024 survey are available to [download](#) or through an accessible [film version](#). The Ebbsfleet Residents Satisfaction Survey has been running from 2016, and forms an important insight into what it's like to live in Ebbsfleet. Results from the survey have helped inform EDC priorities, projects, and programmes. From 2023 the survey has run annually and includes four key questions on 'sense of community' and 'getting involved in Ebbsfleet', the results from which form a key performance indicator which EDC uses to report on our success of developing a strong community at Ebbsfleet.
- 2.6. Within the first week of launch, we have received over 100 responses to the survey from digital promotion. Paid advertising is taking place over the next few weeks across social media to ensure that all neighbourhoods within the Ebbsfleet area are invited to take part. To date, the survey has been viewed 3,546 times across Facebook and 1,264 times across Instagram.
- 2.7. To coincide with the launch of the 2025 Ebbsfleet Residents Satisfaction Survey, EDC has published an infographic, '[Listening, Learning, Delivering](#)' which highlights key findings from the 2024 survey, and what we have been doing to address areas that were perceived to be less successful or of concern over the year to date. The pamphlet will be distributed to residents at events including at the forthcoming Ebbsfleet Christmas Market. The idea for this response was first suggested by the Ebbsfleet Community Board, who were delighted to see it being actioned. This infographic has been promoted across social media and within the latest digital Ebbsfleet newsletter, used as a tool to promote the 2025 survey.



Extract from Listening, Learning, Delivering infographic.

- 2.8. EDC has also recently published our '[Space in the Place](#)' – [Community Infrastructure Model](#), as a good practice example of how to plan for community assets in a large-scale planned community. Whilst the model was developed in 2019, to date it has been used as an internally focused document, helping us to develop business cases for community buildings and informing our strategy for meeting local needs. When sharing our strategy with visiting places and organisations coming to learn from Ebbsfleet, we have often been asked to share it, which will be made easier through its publication. Our model was developed through extensive public and stakeholder engagement and sets out a principle of 311m2 of community infrastructure for every 1000 residents to include space to host sports and leisure, culture, faith, touchdown workspace, libraries, and everyday community needs. Statutory space such as health and education is not included in the model. The Model includes proposals for a hierarchy of building typologies, ranging from a modest scale 'Neighbourhood House,' with a local focus, such as the emerging 'Weldon Heart,' through to a large-scale city-wide focused building such as that planned at Alkerden Hub. The document has been viewed over 500 times since being shared on LinkedIn.
- 2.9. The timing of the publication of Space in the Place, coincides with the imminent opening of the buildings at Weldon, as it shows a strategy of how EDC plan to help meet the community infrastructure needs of all Ebbsfleet neighbourhoods over the life of the Corporation. The report also sets our community building 'principles and processes' together with our stewardship approach in partnership with EGCT. EGCT have [announced](#) that they have contracted with local entrepreneur Shanie from Grounded Coffee to manage Weldon Heart.



Extracts from the recently published 'Space in the Place' publication.

- 2.10. Ebbsfleet and the Development Corporation model continues to be a popular source of learning for other locations and organisations. EDC hosted a visit from the Southeast Regional Place Network on the 16th of September, which included twenty planners and design champions from across Kent and Essex to visit the garden city. The groups specific interest was in learning how planning in a development corporation works, how we have developed our design management approach, and how we engage with, and develop new communities.
- 2.11. Ebbsfleet was positively featured in the recent report to Government by the New Towns Taskforce chaired by Sir Michael Lyons which sets out our recommendations for a further generation of 12 New Towns across England to include suggested locations, principles, and actions. Ebbsfleet is featured as a best practice example of community engagement (P.79), including for our 'Resident Connectedness' project, which has empowered residents to develop their own action plan, which in turn has stimulated the emerging 'Our Ebbsfleet' portal. EDC are also highlighted for our innovation in coordinating infrastructure delivery (P.106), whilst an image of Alkerden Gateway (P.1) is used to demonstrate our design quality being achieved.



Extracts from the New Towns Taskforce – Report to Government, featuring Ebbsfleet as a good practice example to help shape future New Towns.

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

- 3.1. Local MP, Lauren O'Sullivan held a 'Community pop-up' at Eastgate on 16th October specifically focused on identifying the concerns of residents living on the Springhead Park development. The event included staff from EDC and EGCT, together with representatives from Kent Police and Southern Water, who helped to discuss issues around safety and odour control. Many of the issues raised at the event focused on concerns around the management of the development by Firstport. Lauren collated issues raised to feed into the current parliamentary review of management companies. EDC are collating a response to residents around issues raised which mostly focused on highways, footpaths, and planning enforcement. Residents from Springhead Park are seeking to set up a Resident's Association, so that they may have greater control and transparency around management of their neighbourhood in the future.
- 3.2. Each of the emerging developments in Ebbsfleet are required to have a Community Liaison Group (CLG) which offers an accessible forum for residents to engage with the developers during the construction phase. Harbour Village CLG met with Bellway providing and update on plans for the 'Abacus Corner' application along with highways improvements to Collage Road. Bellway also shared with residents their plans to install improved play equipment to Chimney View Park in the next month.
- 3.3. At the recent Cable Wharf CLG, Keepmoat provided an update to residents on the progress of the Henley Building that will contain the community centre which is due to complete in April 26 along with the new Rosherville School which is due to complete in spring 26.
- 3.4. The Ebbsfleet Indian Community hosted "Ebbsfleet Ki Diwali" event on October 4th, where tickets were sold out many weeks in advance.
- 3.5. Ebbsfleet Salvation Army continue to deliver their 'Meet up Monday' wellbeing hub events between 19.30 and 21.00 each week, and their 'Walk and Talk' Tuesday events, starting from Blue Bean café at 12.30 on Tuesday.
- 3.6. Ebbsfleet Baptist Church continue to run their Sunday Active Club, and Sunday Active Kids Group at Castle Hill Community Centre from 9am. The church also led the Ebbsfleet Community Runners Group who also meet every Thursday at 18.30, whilst a coffee morning is hosted at Blue Bean every Friday morning.

- 3.7. Ebbsfleet Park Tennis continues with sessions running, every Sunday at 10am at Castle Hill Tennis Courts. Sessions are provided free and are very popular with the local community and remain fully booked with a waiting list each week.



Image of participant at the regular Park Tennis event.

- 3.8. On 25th September, the Leigh UTC hosted another Employer Focus Group lining businesses with opportunities to support their students' career journeys. EDC were able to highlight the work done with Ebbsfleet Central supplier BB7 raising awareness of their degree apprenticeship in fire engineering. One of the UTC's students (Imogen) was recruited through the engagement sessions and started her apprenticeship with BB7 in September. Imogen's story can be read here:

[How regeneration can support local talent - BB7](#)

- 3.9. Jo Chapman, the artist commissioned to develop the public art for the Alkerden building met with residents on Saturday 25th October to hear their views and include their thoughts in the development of the piece. Her session was preceded by a walk by local historian Christoph Bull who took residents around the local area, which was followed by Jo's session in the Castle Hill Community Centre.

- 3.10. A meeting of the Place Partnership legacy steering group met in October in Cubbs Yard Northfleet. The group, made of up grant recipients from the Place Partnership grant scheme met with Creative Estuary and EDC to plan the next and final phase of the project aimed at bringing creatives together in Northfleet and to develop their skills and practice as a group.

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. [Whitecliffe Lake parkrun](#), has finally launched following two years of planning and collaboration between EDC, Park Run, Blue Bean Coffee Co., Henley Camland, RMG, and a group of local volunteers. EDC have funded the license for the Parkrun; however, it shall be run by volunteers and be sustainable moving forward without an on-going cost to EDC. The first parkrun route in Ebbsfleet has been established around part of Platinum Jubilee Park Lakes, in Castle Hill with the ambition to become two laps of the lake when the second bridge is finally complete. Parkrun has become something of a national phenomenon, and is a free, community event where you can walk, jog, run, volunteer, or spectate, every Saturday morning. There are currently 1,369 Park Runs in UK.

4.2. A test Parkrun was held in early October attracting 105 runners and 40 local volunteers to enable volunteers to experience a live 'test' event. The successful test event the allowed the course team to fine tune the route ready for the launch on the weekly events.



Local volunteers and EDC staff at the trial run Parkrun held in October.

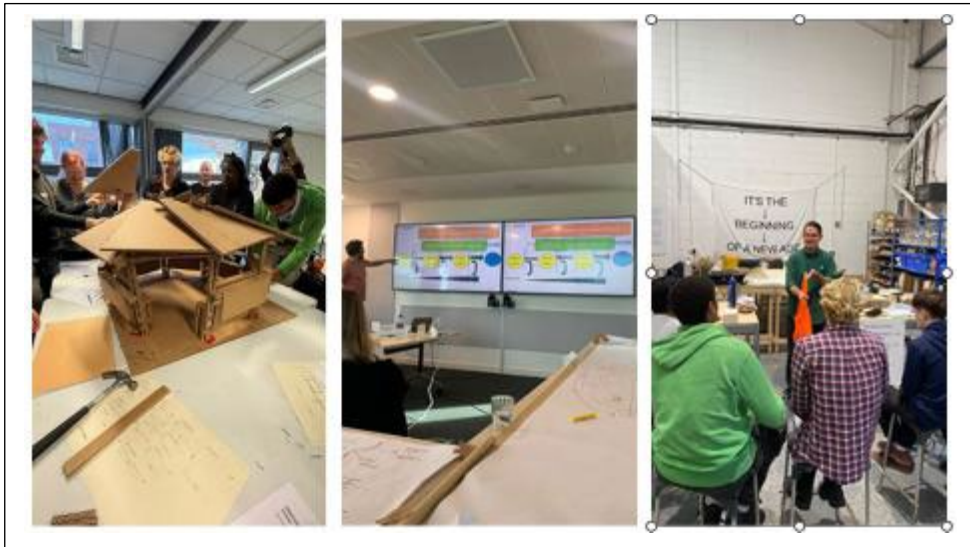
4.3. The official launch Whitecliffe Lakes Parkrun event was then held on 1st November. Despite purposely low-key promotion, the events attracted a phenomenal 471 runners and walkers, completing the course breaking the Kent record for an inaugural run which has been held for 10 years by more than 100%. The Parkrun license was funded through EDC; however, it will be run sustainably by volunteers moving forward.

4.4. The Parkrun event was run by 50 local volunteers and EDC staff many of whom have been involved in the planning and testing of the route over the past 18 months along with EDC who have been working with RMG to obtain long-term licenses and agreements for this event to continue. This surge in volunteering is particularly encouraging as it was one of the key areas of weakness for Ebbsfleet identified through the 2024 Ebbsfleet Residents Satisfaction Survey.



Images from the first official Whitecliffe Parkrun held on 1st November.

4.5. The latest iteration of the Ebbsfleet Design Group met for a three-day intensive in October Half term. The programme is funded by EDC and Arts Council and is delivered through local arts organisation Cement Fields. group of 14–19-year-olds from Ebbsfleet, Gravesham and Dartford had a day at the Observatory learning and thinking about the Circular Economy, a day in London looking at enterprises that focus on the sector and a final day at Eastgate to put their learning into plans for the future. Some members have been with the group for three years others were new and came because of the sessions held at Ebbsfleet Academy in the early summer. Several of the group signed up to the pilot Community Design Forum. Two more intensives are planned for this academic year.



Images from the 3-day intensive young -person's Desing Group event held at The Observatory, Eastgate and London

4.6. EDC continue to support the development of the Local Skills Improvement Plan with Kent Invicta Chamber of Commerce, the local authorities, colleges, and numerous other employers. The meeting on 31st October discussed the next phase of the LSIP which includes the creation of an Industry 4 Council model to assist young people into careers, work, and higher education. There will be an employer roundtable discussion on 20th November as part of the next phase.

4.7. EDC's funded employability programme with O'Halloran & O'Brien Training Academy took place week commencing 3rd November. 9 residents attended the week-long course completing their health & safety certificates and CSCS card exam. Ebbsfleet Central suppliers attended to assist deliver of the employability skills such as CV writing and applications, whilst EDC staff gave an overview of Ebbsfleet and the job opportunities the project creates.

4.8. The final phase of heritage interpretation and learning funded by Keepmoat's Section 106 was undertaken with children from Lawn and Rosherville Primary Schools. A schools education pack – focusing on the heritage of the area has been developed involving around 120 pupils across two-year groups. This free resource provides cross-curricular lesson ideas linking art, history, literacy, and geography, helping teachers explore the story of Rosherville Gardens in a fun and accessible way. Feedback on the usefulness of material developed has been very positive; *"It is wonderful to have locally relevant material we can use across subjects. The pack makes it easy for teachers to engage children with the history on their doorstep."* – Lawn Primary Teacher



Image of school children from Lawn Primary school participating in the workshops.

4.9. EDC staff attended Thamesview School on 17th October to deliver 2x hour-long workshops with year 11s. Over 100 young people participated in the sessions focused on apprenticeships, early careers in the built environment and tips on applying for them.

4.10. EDC's inclusive Growth manager has been appointed as Chair of the Kent & Medway Careers Hub Cornerstone Employers Group. The group consists of regional and national employers based in Kent, who support transition from education and schools through engagement with school senior leadership teams, careers leads and students themselves, ensuring students are both aware of the opportunities available and that they are learning the skills needed for the modern workplace.

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

5.1. EDC delivered two Welcome Events in October, in Cable Wharf and Alkerden. Combined with Tree Giveaways to increase biodiversity in Ebbsfleet. Residents from each village were invited to attend a choose either a tree or small plant. Residents and families also had opportunities to meet each other and to ask EDC staff questions about life in Ebbsfleet. Each event also included free facepainting and children's entertainment. Over the two days EDC, in partnership with local business Provender Nurseries, gave away 180 trees and plants. Local business 'Shikha's Chai Kadak' provided tea and coffee.



Images from the recent Ebbsfleet Welcome events where residents were able to pick-up a free tree to plant in their garden to help biodiversity in the garden city.

5.2. EDC staff reinvigorated the Edible Ebbsfleet planters at the International Station on 10th September. Station staff have agreed to maintain them moving forward, so that commuters can harvest herbs for their dinner on their way home.



EDC staff who collaborated with staff of Ebbsfleet International Station to reinvigorate the Edible Ebbsfleet planters there.

5.3. The latest Ebbsfleet Central School Workshop took place at Northfleet Technology College on 15th October. Representatives from EDC, and teams supporting the Ebbsfleet Central project including, Allies & Morrison, Pell Frischman and Pick Everard delivered the full day design project to 116 year 10 students, as part of their social value contributions to the local area. Working in groups they designed a part of the Ebbsfleet Central scheme from the point of view of a specific persona. Three of the designs are on display at The Observatory.



Consultants working on Ebbsfleet Central showcasing design generated through the workshop with students of Northfleet Technology College

5.4. EDC's Inclusive Growth Manager, Lara Pool was a panellist at the Careers 25 Conference on 23rd September. Hosted by the Kent & Medway Careers Hub, the event was attended by secondary school careers leads from across Kent and Medway. EDC highlighted the ways in which both EDC and our suppliers have been able to support work experience recently, especially focused on new methods of work experience, such as group project-based experiences of the workplace and the Ebbsfleet Central workshop being delivered in schools.



Lara Pool representing EDC at the Careers 25 Conference.

5.5. EDC's Community Development Manager, Mry Rouse has represented EDC at several forums and events across October, including sharing outputs from our Resident Connectedness project at the Healthy Cities International Design Congress in Salford. Mary also presented at the Kent Design event on 'Embedding Community Engagement in the Planning & Design Process' and to the 'BOBMK Urban Design Network' webinar on Stewardship and Community Engagement.



Mary Rouse presenting to the International Healthy City Design Congress in Salford.

6. Forward Look

6.1. The Japan Festival is the last event in the calendar for the current Creative Exchange programme. Creative Exchange runs the Ebbsfleet Desing Group of local residents and is funded by EDC and Arts Council and delivered through local art organisation Blueprint Arts. The Japan Festival will be held over several days, with a film screening, music, food, and workshops being held over several venues. The event schedule has been widely promoted across social media and shared in the upcoming Ebbsfleet Living magazine.



Image of the Japan Festival forthcoming programme.

6.2. The Ebbsfleet Christmas Market will be held on the 13th and 14th of December in Castle Hill. EDC will be engaging with residents on a sustainability project focussing on water usage and Freedom Leisure will be promoting membership, employment, and facilities at Weldon Pavilion.

6.3. In November, EDC will launch a Community Development Training Programme. The programme of bespoke training sessions for residents living in Ebbsfleet and the surrounding areas aims to increase skills and confidence to engage in and lead in their community. The project is being delivered by 'Community Organisers' with funding from EDC as part of the corporate objective to invest in projects that build the capacity of the growing community to leave a strong and resilient legacy of involvement and connectedness. Currently in the scoping phase, Community Organisers are meeting with residents and community organisations to design the content of the courses.

- 6.4. In November, a new volunteering programme will launch. The programme aims to increase the level of volunteering in Ebbsfleet by working with local organisations to understand their needs and how they can advertise opportunities better but also collaborate with residents to understand their barriers to volunteering and match with suitable opportunities.
- 6.5. Plans are underway for 2 workshops and a neighbourhood scale festival in the New Year to focus on Health and Wellbeing. The events are being brought forwards by a resident led group called the Ebbsfleet Health Alliance who are a collective of health and wellbeing practitioners, living in the Ebbsfleet area. We are hoping that the events will be amongst the first to be hosted in the Weldon Heart building.
- 6.6. Drop-ins have been planned for the next quarter and will be held at Eastgate in November, the Observatory in December and Northfleet Veterans Club in January.
- 6.7. The Ebbsfleet pop-up Christmas Carols will be held in several locations across Ebbsfleet and our neighbouring communities on 7th December.



An image of the Christmas Carol pop-up in Castle Hill in 2024.

- 6.8. The Ebbsfleet Salvation Army are partnering with the Blue Bean to raise funds through for their Christmas Presenta appeal 'Be a Star,' with a view to bring joy to local children on Christmas morning, who may be in circumstances where their families cannot provide presents.
- 6.9. The Young Mambos Careers Service, funded by EDC will restart after the October half term. In the spring/summer period the programme assisted 179 young people, with over 50% attending more than 1 session.

- 6.10. EDC will be attending 6 careers fairs and Ebbsfleet Central Workshops before Christmas at: Dartford Grammar School, Thamesview School, Northfleet School for Girls, Wilmington Academy, St George's C of E School, and Gravesend Grammar School.
- 6.11. Construction Youth Trust will be running the ever-popular Building Future Skills 3-day programme at the Observatory on 12-14th November for 25 year 12 students. The programme will include a tour of Ebbsfleet and an exciting site visit to Alkerden Academy. The students will then work in groups to design a school and present to their peers and professionals working on the project.



Images from the Alkerden Academy site visit in 2024 Building Future skills event.

- 6.12. The 5th annual North Kent Apprentice Event has been confirmed will be held on 12th February 2026. Created by EDC in partnership with The Education People (KCC) and the Careers Hub, this year's event is kindly being hosted by the Sir Geoffrey Leigh Academy in Dartford. Since its inception in 2022 the event has quickly become the largest careers event in the local area, attracting 685 visitors and 39 employers last year.
- 6.13. Ebbsfleet Central suppliers will be attending the next Ebbsfleet Business Forum on 13th November to offer free professional advice to SMEs as part of their social value commitments.

Ebbsfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Development, Infrastructure & Enabling Update

Paper Number: EDC 025/064

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 updates on the infrastructure and enabling projects across the Corporation. Of particular note from a development perspective is the work to complete the RIBA Stage 2 re-design for the Ebbsfleet Central Phase 1 enabling infrastructure and the continued good progress on the Weldon Community Buildings. Of particular note from an infrastructure and enabling perspective is the continued good progress on the Northfleet Embankment Primary Sub-Station.

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. Good progress being made on the RIBA Stage 2 re-design of the enabling infrastructure; it is anticipated that completion of this design stage will be reported to the Project Board in December. Work on the Area Masterplan and Area Design Code is also progressing to enable these to be submitted to the LPA upon conclusion of S106 negotiations and granting of Outline Planning Consent.

- 3.3. We continue to work with our Commercial Advisors, Cushman and Wakefield, to refine the disposal strategy and viability workstreams for the project.

4. Northfleet Embankment East

- 4.1. In September 2025, the contractor appointed by EDC's technical consultant to undertake a detailed site investigation, completed the site work. The contractor will continue to take ground monitoring readings from the instruments installed on site until December 2025.
- 4.2. The technical consultant is in the process of analysing the site investigation results, after which, they will deliver their conclusions, recommendations and strategies that will guide the next stages of the project. This work is already starting to provide the comprehensive understanding of the ground conditions that will ensure a robust cost estimate update can be developed for the future works. EDC is in the process of procuring a cost consultant for this next stage of the project's development.

5. Ebbsfleet Green Community Buildings

- 5.1. At the Weldon Wellbeing Pavillion, adjacent to the Spring River pub, the installation of the external facade continues, fire barriers have been inspected and cladding panels are due to be installed. The sports pitches are complete, UKPN diversion works complete and external works due to recommence.. Please see Figure 1 below.

Figure 1: Weldon Wellbeing Pavillion



At the Weldon Heart community facility next to the Ebbsfleet Green Primary School, internal finishes have commenced including flooring, decorations and tiling. External works continue with block paving and resin finishes due to commence imminently. Please see Figure 2 below.

Figure 2: Weldon Heart Community Facility



Infrastructure and Enabling Projects

6. Springhead Bridge

- 6.1. Further to KCC Highways sign off of the S278 works, KCC Structures have confirmed that following their site inspection, all the remedial works requested from the Principal Inspection have been completed to their satisfaction. Outstanding items now are for KCC to review the Health and Safety File and then issue the relevant Certificate of Construction Compliance to EDC, in order to facilitate KCC Adoption of Springhead Bridge.



7. Northfleet Waste-Water Treatment Works

- 7.1. Southern Water have mobilised their contractor for the design and construction of the expanded capacity scheme. Refinement of the chosen option is expected to conclude late 2026, leading to start of construction for the expanded capacity scheme in early 2027, and commissioning due in late 2029.
- 7.2. EDC will be engaging with Southern Water to understand the opportunity to enable their contractor to incorporate a design for the additional extra over odour control into the overall Southern Water programme alongside design refinement of the main works.
- 7.3. Southern Water as part of the initial stages, will produce a paper that captures the scope of the project including options design, timelines, odour contours and proposed technology requirements along with a combined target cost. Discussions over a new Grant Agreement will recommence with Southern Water as part of the proposal.

8. Electricity Supply Infrastructure

- 8.1. Construction of the new Northfleet Embankment Primary Substation continues. Switchgear commissioning is now complete albeit transformer commissioning has delayed due to a defect rectification. The manufacturer has returned to site, and the fault is expected to be resolved mid-November.

Figure 2. Transformer cable tail installation.



- 8.2. 33kV and 11kV Cable route design progresses with UKPN including negotiation around the standard easement request for the new 33kV cable routing along with the service corridor capacity.
- 8.3. Legal discussions continue with UKPN to ensure landowner rights and the confirmatory deed are managed effectively, and Heads of Terms are agreed.
- 8.4. Detailed design and car park space take up for the temporary and permanent location continues for the Ebbsfleet Central primary substation. High-level summary of findings regarding the archaeological study are being reviewed by UKPN engineering design team and planning consultants.

9. Fastrack - Bean Tunnel

- 9.1. KCC are in the final stages of agreeing the BNG requirements for Habitat Management and Monitoring with Bluewater. The successful contractor for the tunnel construction has submitted a revised programme of works which is under review by KCC. Discussions continue over the Consolidated Legal Agreement between EDC/KCC and Bluewater are now reviewing the updated detail. KCC are currently estimating works on the reed beds and chalk cliff netting to commence in March 2026 with completion of all the works set for Autumn 2027.

Recommendation

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

Ebbfleet Development Corporation Board

PART I BOARD ITEM

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

Paper Number: EDC 025/065

Presented By: Ian Piper CEO

Sub Committee: Not Applicable

Purpose of Paper and Executive Summary

To inform the Board of the 2025/26 budgetary position, particularly the latest forecast outturn for capital spend together with workforce and other operational issues, including progress on recruitment to senior officer roles.

EDC Business Plan & KPIs

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

**Recommendation
FOR INFORMATION**

Board is recommended to **NOTE** the report

Annexes

Annex A – 2025/26 Revenue budget

Delegation

As set out in the report.

Financial Impact

As outlined in the report.

Legal Impact

Not Applicable, unless specifically referenced in the relevant section.

Equalities Impact

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

Stakeholders Impact

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

Sponsor Impact

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

1. Introduction

- 1.1 This paper updates the Board on the 2025/26 year-to-date actual spend / budget activity and latest forecast outturns for the year together with workforce and other operational issues as at 30th September 2025.

2. 2025/26 Revenue (RDEL) Operational Budget

- 2.1. EDC's RDEL revenue funding allocation from MHCLG for 2025/26 is £6.5m.
- 2.2. In addition to the £6.5m MHCLG RDEL grant, the Ministry also approved that EDC may utilise RDEL receipts (from both receipts generated in-year, and also from previous years unspent receipts 'rolled forward') up to the value of circa. £1m in 2025/26. Therefore, the gross RDEL budget for 2025/26 was set at £7.5m. Analysis of the RDEL budget can be found at Annex A.
- 2.3. Vacancies and unpaid parental leave have resulted in forecast full-year savings on Pay of £278k. This has been partially offset by additional expenditure requirements on the ICT, Internal & External Audit, and Recruitment Advertising budget lines as shown on the Annex.
- 2.4. The latest total forecast outturn for gross RDEL expenditure for the year is £7.33m funded by £6.5m MHCLG grant and £833k of EDC receipts.

3. 2025/26 Programme Expenditure – Capital

- 3.1 As part of the Spending Review (SR) process, the original Capital (CDEL) allocation from MHCLG for 2025/26 was confirmed at £37.49m. At the time, this allocation excluded utilisation of any CDEL receipts generated by EDC either in-year or rolled forward from previous years.
- 3.2 Our CDEL forecast heading into the financial year was revised to £28.1m with MHCLG advised of same.
- 3.3 MHCLG subsequently agreed that EDC's CDEL spend for the year would be funded primarily by MHCLG grant but would also utilise £6.1m of CDEL receipts rolled forward from previous years, plus £0.712m of in-year capital receipts. This therefore further reduces the call on MHCLG grant for 25/26.
- 3.4 Following further refinement and re-profiling of the capital programme, within the ongoing SR environment, the latest gross spend forecast for this year is £18.98m (after incorporating a programme level adjustment for spend at risk/ optimism bias/ contingency unutilised). This will be funded by £11.86m of MHCLG grant, and £7.12m from capital receipts.

3.5 Actual CDEL spend for the year to date is £8.85m.

3.6 The overall CDEL programme is monitored under four activity headings. These are listed in Table 1 below along with the 2025/26 actual spend breakdown:

Table 1 – 2025/26 Capital Expenditure

Project Area	Actual Spend YTD 30 Sep 2025* (£m)	Forecast Outturn Full Year 2025/26 (£m)
Ebbfleet Central	2.68	5.14
Northfleet Riverside	0.41	0.88
Transport and Utilities	2.27	3.99
Civic	3.49	9.05
Total		19.29
Programme Level Adjustment		(0.31)
Adjusted 2025/26 Forecast	8.85	18.98

Funded by		
MHCLG Grant		11.86
EDC Capital Receipts		7.12

Overview		
Original 2025/26 Budget (excluding receipts)		37.49
Variance (excluding receipts) Over/(under)		(18.51)

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

- 4.1 The original programme revenue budget (included within the overall RDEL budget) for 2025/26 was £1.334m.
- 4.2 The current forecast outturn for the year is £1.325m, which includes a programme level adjustment.
- 4.3 Actual RDEL spend to date for the current financial year is £578k.
- 4.4 As with the capital programme, the RDEL programme is monitored under the same four activity headings. These are listed in Table 2 along with the 2025/26 actual spend breakdown:

Table 2 – 2025/26 Revenue Expenditure

Project Area	Actual Spend YTD 30 Sep 2025 (£k)	Forecast Outturn Full Year 2025/26 (£k)
Ebbfleet Central	18	28
Northfleet Riverside	0	0
Transport and Utilities	46	100
Civic	514	1,257
Total	578	1,385
Programme Level Adjustment		(60)
Adjusted 2025/26 Forecast		1,325

2025/26 Budget		1,334
Variance - Over/(underspend)		(9)

5. Programme Level risks

5.1. The two top current financial/budget risks to the programme are set out below. Further detail on the programme risks is included within a report in Part 2.

- No formal budget allocation as yet confirmed for the SR period beyond March 2026, which means that EDC is unable to commit to projects or contracts which extend beyond the current financial year.
- Delay in approval of Business Cases and other important project decisions by MHCLG/HMT could result in failure of the programme to deliver according to profile. This has been somewhat assuaged recently by the changes to MHCLG / EDC Capital Budget delegations as set out in the 25 /26 budget allocation and delegations letter from the Ministry.

6. Health and Safety

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

Table 3: CDM Health and Safety Report

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

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

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

Area	LTI's	Near Misses	Incident Nature	Outcome
N/A	0	0	N/A	N/A

10 Staffing Structure and Recruitment

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

10.2 We are carrying a vacancy for a Transport Project Manager.

10.3 We also have two significant recruitment campaigns under way being the replacement of the vacant Director of Corporate Services post, and recruitment of a new CEO following the news of Ian's retirement. Both campaigns are being supported by Tile Hill.

10.4 The headcount as at 30th September 2025 is 53.53 FTE.

Budget Heading	Full Year Budget 2025/26 £	YTD Budget Month 6 Sept 25 £	YTD Actual Month 6 Sept 25 £	YTD Variance Month 6 Sept 25 £	Full Year Forecast Outturn 2025/26 £	Full Year Forecast Variance 2025/26 £	Comments
Board Fees							
Chairman	28,000	14,000	13,825	(175)	27,365	(635)	
Other Board Members	84,000	42,000	27,510	(14,490)	60,160	(23,840)	Vacancies
Independent Members (Planning Committee)	10,000	5,000	2,500	(2,500)	10,000	-	
Employer's Oncosts - Board Members	10,500	5,250	4,370	(880)	10,585	85	
	132,500	66,250	48,205	(18,045)	108,110	(24,390)	
Employee Salary Costs							
CEO Team	290,355	145,175	146,240	1,065	292,480	2,125	
Projects & Development Team	363,055	181,530	165,335	(16,195)	309,600	(53,455)	
Infrastructure & Enabling Team	315,885	157,945	140,225	(17,720)	269,300	(46,585)	
Planning & Place Team	1,214,110	607,055	587,825	(19,230)	1,179,940	(34,170)	
Corporate Services Team	648,815	324,410	305,395	(19,015)	607,210	(41,605)	
Employer's NICs	389,320	194,660	178,975	(15,685)	362,880	(26,440)	
Employer's Pension Contributions	620,255	310,130	297,875	(12,255)	586,025	(34,230)	
	-	-	-	-	-	-	
Performance Related Pay	68,000	-	575	575	68,000	-	
	3,909,795	1,920,905	1,822,445	(98,460)	3,675,435	(234,360)	
Interim/ Agency Staff Costs	150,000	75,000	92,340	17,340	130,000	(20,000)	
External HR and Payroll	26,000	13,000	8,480	(4,520)	26,000	-	
	176,000	88,000	100,820	12,820	156,000	(20,000)	
TOTAL PAY COSTS	4,218,295	2,075,155	1,971,470	(103,685)	3,939,545	(278,750)	
Premises Costs (Owned/Leased/Temp Usage)	302,000	151,000	98,870	(52,130)	302,000	-	
ICT	300,000	150,000	156,485	6,485	330,000	30,000	
Office Equip/ Consumables / Stationery / Postage	30,000	15,000	4,560	(10,440)	30,000	-	
Corporate Legal Support	20,000	10,000	5,165	(4,835)	20,000	-	
Other External Support to Corporate Services	55,000	8,180	730	(7,450)	55,000	-	
External Audit (National Audit Office)	65,000	32,500	42,500	10,000	85,000	20,000	
Internal Audit (Government Internal Audit Agency)	35,000	17,500	11,760	(5,740)	43,000	8,000	
Insurance	70,000	35,000	34,285	(715)	70,000	-	
Comms/ Business Engagement	60,000	30,000	39,735	9,735	60,000	-	
Travel & Subsistence	26,000	13,000	4,465	(8,535)	21,000	(5,000)	
Vehicle hire	10,000	5,000	2,695	(2,305)	10,000	-	
Recruitment Advertising	15,000	7,500	11,160	3,660	55,000	40,000	SDirector Post increase & CEO Pos
Training	50,000	25,000	27,545	2,545	50,000	-	
Corporate memberships	20,000	10,000	4,305	(5,695)	20,000	-	
Other Staff Costs (Prof Subs/PPE etc)	20,000	10,000	6,750	(3,250)	15,000	(5,000)	
	-	-	-	-	-	-	
External support to Planning Service	290,000	145,000	108,815	(36,185)	290,000	-	
CSR/ Business Plan / KPI Monitoring	20,000	-	-	-	24,000	4,000	RS Surveys
Bank Charges	2,000	1,000	840	(160)	2,000	-	
Expenditure Funded by Ext Grants & Contribs	-	-	-	-	-	-	
TOTAL NON-PAY COSTS	1,390,000	665,680	560,665	(105,015)	1,482,000	92,000	
Programme Revenue	1,334,200	667,105	578,725	(88,380)	1,325,000	(9,200)	
Estate & Asset Management Costs	565,000	282,500	251,030	(31,470)	585,000	20,000	
TOTAL EXPENDITURE	7,507,495	3,690,440	3,361,890	(328,550)	7,331,545	(175,950)	
Income from Central Area & Other Owned Sites	(265,000)	(132,500)	(236,985)	(104,485)	(501,810)	(236,810)	
Planning Fees income	(290,000)	(145,000)	(173,130)	(28,130)	(276,000)	14,000	
Other Income	-	-	(1,035)	(1,035)	(1,035)	(1,035)	
Use of Receipts Rolled Forward	(452,495)	(226,250)	-	226,250	(52,700)	399,795	
	-	-	-	-	-	-	
TOTAL INCOME	(1,007,495)	(503,750)	(411,150)	92,600	(831,545)	175,950	
Net Expenditure	6,500,000	3,186,690	2,950,740	(235,950)	6,500,000	0	