

Ebbsfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Chief Executive's Part One Update

Paper Number: EDC 026/014

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 Part I strategic matters not covered in other papers. For this meeting the report covers items on Board Governance, an update on the Spending Review process, the Business Plan and Corporate Plan, and also on EDC staffing.

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

N/A

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. The recruitment process for the two vacant Board members is ongoing. Interviews have been held and recommendations made to the Minister. Formal approval of preferred candidates is awaited.

3. Spending Review, Business Plan and Corporate Plan

- 3.1. The Corporation has received written confirmation of its budget allocations from MHCLG for 2026/27. These are as expected. This has enabled us to finalise the Annual Business Plan which is dealt with under Part 2.
- 3.2. As previously discussed and agreed with the board and the Ministry, we will finalise the 2026-30 Corporate Plan once the financial allocations for the later years have been confirmed. The Board discussed a draft of the Corporate Plan at its Strategy Day on 3 March. Comments from that day and finalisation of the Plan will be taken forward by the new Chief Executive in April.

4. Staffing

- 4.1. I would like to welcome Andrew Maynard who has joined the Corporation as the Director of Corporate Services. The Board met Andrew at the Strategy Day but I am sure they will want to welcome him to his first formal meeting.
- 4.2. It is Andrew's first, but my last Board meeting as Chief Executive of the Corporation. It has been a privilege and a great pleasure to lead the organisation for the last 8 and a half years. I have been lucky to have worked with such a dedicated and passionate team, and I would like to wholeheartedly thank each and every one for their commitment and support to me personally.
- 4.3. I would also like to thank the Board members, past and present, for all their support over the last 8 years. I know that you will continue to support Sara as the new CEO, and the whole team, going forward.
- 4.4. My thanks too to the many stakeholders and partners that I have had the pleasure to meet and work with during my time at EDC. We could not have achieved what we have without your contributions and support. I have got to know personally, through my work and through being a resident of Ebbsfleet, many fantastic people in our new community. My aim and that of the team, has always been to create a great place to live and I am truly proud of what we have achieved together. Thank you and keep up the great work!

5 Recommendation

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

Ebbsfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Planning, Design and Delivery Report

Paper Number: EDC 026/015

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 Ashmere and in particular the Dandara application for Parcels 12 and 13. The decision notice for Ebbsfleet Central East is expected to be issued shortly. The Weldon Heart community building has opened. A series of site visits have taken place with developers to discuss the recent landscape audits. 29 housing completions are being reported this month with 40 further starts. Planning Committee is meeting in March for an informal presentation on Ebbsfleet Central EC2. We expect the Gravesham Local Plan Regulation 19 consultation to commence shortly.

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 equality duty is considered in planning reports.

Stakeholders Impact

Stakeholder engagement takes place through the planning consultation process.

Sponsor Impact

Not Applicable

1. Development Sites Update

1.1 Outlined below are the key areas of work currently being undertaken on the development sites across Ebbsfleet. Progress is currently mixed. At Ashmere we are considering a live planning application and starting pre-application discussions on a further phase. Whereas discussions with developers on future phases of Harbour Village and Alkerden are progressing more slowly. During the coming year some residential phases and community buildings will be completed so there is still a lot of activity visible on the ground.

Ebbsfleet Central

- Discussions are almost complete regarding the s106 Agreements and the outline planning permission for Ebbsfleet Central East is expected to be issued this month.
- Pre-application meetings and discussions are taking place on a collection of matters including the Area Master Plan and Area Design Code for EC2, Fastrack routes and bus stops, site wide strategies, the multi-story car park and the raised gardens public open space.

Northfleet Riverside

- Rosherville Primary School: An updated community management plan has been submitted and is under review. The school is still expected to be completed in the coming months.
- Cable Wharf: Works to convert and restore the WT Henley Building are progressing well but internal works are delayed due to moisture in the building.
- Former Berkeley Modular Housing Factory: A planning application has been submitted to install loading bay access doors to support the building's function and attractiveness to the market.
- Harbour Village Phase 1B: A site visit to check compliance with a landscape audit is arranged for early March, following confirmation from Bellway that outstanding landscape remedial measures, including installation of play equipment, will be completed by the end of February.
- Harbour Village Phase 3A: In February Gravesham Borough Council's Cabinet approved the purchase of 34no. affordable rented dwellings within Phase 3A being delivered by Bellway Homes. Various discharge of condition applications are being considered.
- Abacus Corner: EDC officers met with Bellway in February to discuss emerging revised proposals for the scheme and informal comments have been shared with the applicant ahead of a formal resubmission.
- Employment Land: Various pre-commencement conditions have been submitted and are being considered pending further details from the applicant. A meeting took place in February between EDC officers and the landowner to discuss their delivery programme and priorities for this land.

Ebbsfleet Green

- A site visit took place with EDC officers and Redrow in February to discuss outputs from detailed landscape audits for Phases 2C, 3, 4 and Northern Footpath Link identifying remedial actions to ensure planning compliance with the approved schemes, seeking address by Spring 2026.

- Neighbourhood Hub (Weldon Heart) community building has been handed over to the Ebbsfleet Garden City Trust and is now open to the public (image below).
- The final outstanding planning conditions for the Community Hub (Weldon Wellbeing Pavillion) are being considered through close liaison with the applicant team. A non-material amendment including changes to the tennis and netball court configuration was approved in February.

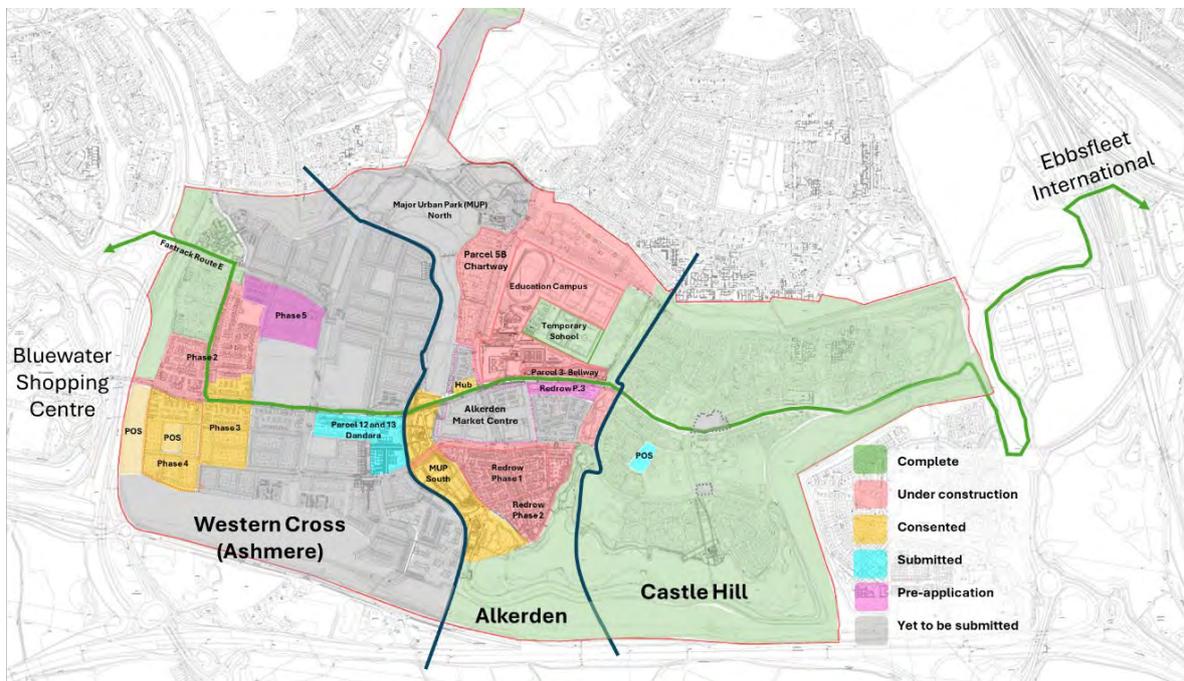


Eastern Quarry

- Alkerden Market Centre – A condition discharge application is being considered to update the Alkerden Area Master Plan and Area Design Code (AMP/ADC). The proposed changes relate to the location of commercial uses,

residential typologies, and the approach to centralised parking to better reflect market demand.

- Alkerden South Phase 3 – EDC officers and the applicant team have undertaken a joint site visit to phases 1 and 2 of Stonehaven Park to reflect on any lessons learnt which may inform phase 3 designs.
- Western Cross (Ashmere) Phase 3 – Vistry are due to commence this phase this month and the initial condition discharge applications have been submitted.
- Western Cross (Ashmere) Parcel 12 and 13 – Consultee responses have been received on the Dandara reserved matters application for 143 dwellings. Feedback has been issued to the applicant team for further refinement and updates to the proposals.
- Western Cross (Ashmere) Phase 5 – Pre-application discussions commencing this month with Vistry for their next phase consisting of c.225 homes.



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 40 starts bringing the annual totals to 436 completions and 195 starts. There are 434 homes currently under construction. The total number of new homes in the Ebbsfleet urban development area boundary is 5,280.

2.3 The completed homes this month came from Ashmere (Vistry) and Alkerden (Chartway) and all of the starts came from Alkerden Parcel 3 (Bellway). There are currently 7 active housebuilding sites.

3. Planning Committee Update

3.1 Planning Committee members will be meeting in March to have an informal pre-application presentation on the Area Masterplan and Area Design Code for EC2 at Ebbsfleet Central.

3.2 The Planning and Infrastructure Act 2025 received Royal Assent in December and it is expected that various elements of the legislation will commence in the Spring. These changes will include a National Scheme of Delegation for Planning Committees and our delegation scheme will be reviewed at that time. Based on our current approach, 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
- Western Cross Parcels 12 + 13
- Manor Way Redevelopment

3.3 Kent County Council has amended their nomination to the planning committee. We have been informed that Cllr Thomas Malson is now the nomination and the appointment is being considered by MHCLG public appointments team.

4. Gravesham Borough Council Local Plan

4.1 Gravesham Borough Council (GBC) considered the emerging Local Plan at a cabinet meeting on 2nd February 2026. Following this meeting we expect the Regulation 19 consultation of the Plan to commence shortly. The policies in any future adopted Local Plan would be used when determining planning applications in the GBC area of the EDC UDA.

5. Swanscombe Peninsula Engagement

5.1 Since the last board meeting the Swanscombe Peninsula engagement activities have finished. Public engagement took place at the Winter Lights Festival in Castle Hill on 6th February followed by a resident workshop and resident drop in session in Swanscombe on 7th February. We will be carrying out further consultation via the Commonplace platform on the views expressed during the various engagement events. A final report will then be reported to Board.

6. Levelling Up and Regeneration Act – UDC Planning Powers

6.1 Provisions in the Levelling Up and Regeneration Act (LURA) include adding planning powers to Schedule 29 of the Local Government, Planning and Land Act 1980 which is the Act under which EDC was created.

6.2 Following consultation with the local authorities and local MPs, the Minister for Housing and Planning (Matthew Pennycook MP) has decided to pass these powers from DBC, GBC and KCC to EDC for our UDA area. We expect the

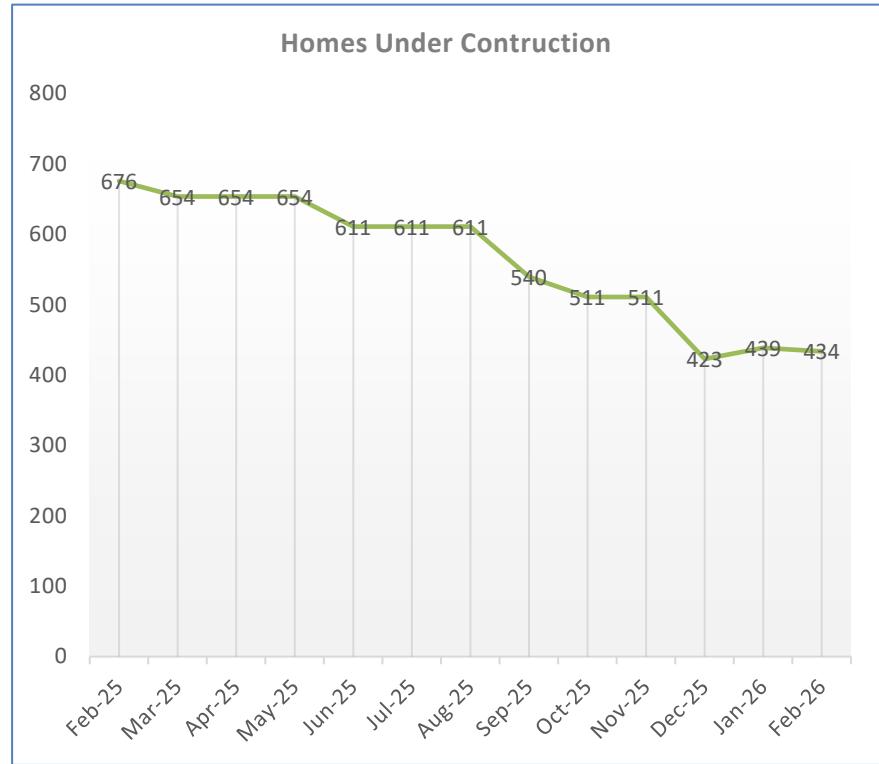
implementation date to be mid-April. These additional powers are outlined in the table below. We will be liaising with the Councils concerning implementation.

Town and Country Planning Act (1990)	171BA	Making a planning enforcement order
	171E	Temporary stop notice
	172ZA	Enforcement warning notice: England
	172A	Assurance as regards prosecution for person served with notice
	191	Certificate of lawfulness of existing use or development.
	192	Certificate of lawfulness of proposed use or development.
	225	Power to remove or obliterate placards and posters.
	225A	Power to remove structures used for unauthorised display
	225C	Remedying persistent problems with unauthorised advertisements
	225F-H	Remedying defacement of premises
	225-J-K	Remedying defacement of premises
Planning (Listed Buildings and Conservation Areas) Act 1990	44AA	Temporary stop notices
Land Compensation Act 1961	Section 17	Certificates of appropriate alternative development

ANNEX A EBBSFLEET DELIVERY DASHBOARD – 18 MARCH 2026



Ebbsfleet Housing Numbers
Detailed Planning Consent
6,535
Housing Completions
5,280
Affordable Homes Completed
1,603
EDC 2025/26 Business Plan Target
Completions – 565



HOUSING STARTS AND COMPLETIONS			
YEAR	STARTS	COMPLETIONS	BUSINESS PLAN TARGET
2014-2020	2588	2017	-----
2020-2021	282	347	300
2021-2022	657	533	525
2022-2023	817	619	630
2023-2024	559	680	580
2024-2025	567	648	620
2025-2026	195	436	565
Total	5,715	5,280	

Delivered/Improved Open Space	
Location	Hectares
Springhead Park	3.58
Weldon	3.71
Castle Hill	47.49
Ebbsfleet Cross	1.24

Community Space, Schools, Retail & Employment Space Completed	
Type of Space	Project
Primary Schools	Springhead Park (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)
Community Space	Hair/Beauty Salon (Castle Hill)
	Eastgate Centre
	Castle Hill Community Centre
Office	Weldon Heart Community Centre
	Redrow Regional Office Building
Employment Space	Former Berkeley Modular Housing Factory

Completed Homes Per Site			
Location	Total No. of Homes	Completed homes as a % of overall likely quantum	Total No. of Affordable Homes
Weldon	911	100%	241
Castle Hill	1606	100%	425
Springhead Park	799	100%	288
Craylands Lane	100	100%	30
Croxton & Garry	232	100%	70
Cable Wharf	490	81%	193
Ashmere	485	13%	145
Alkerden	453	25%	137
Lawn Road	7	100%	0
Harbour Village	197	32%	74
Totals	5,280		1,603

Top Risks to Delivery		
Risk	RAG Status	Current Trend
Maintain Design Quality during implementation	Amber	(No Change)
Market Downturn	Red	(No Change)
Supply Chains for Materials & Build Costs	Green	(No Change)
Submission of Valid Applications and Revised Plans	Amber	(No Change)
Delays in consultation responses	Amber	(No Change)
Supply of Labour on Site	Green	(No Change)

Ebbsfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Placemaking Update March 2026

Paper Number: EDC 026/016

Presented By: Kevin McGeough, Head of Strategy and Placemaking and Mary Rouse, Community Development Manager

Sub Committee: Not Applicable

Purpose of Paper and Executive Summary

To update the EDC Board on progress and activities related to community development in Ebbsfleet during the period from mid-January 2026 to the end of February 2026 through the Ebbsfleet Living report (Annex 1). Highlights over the period include the Magical Winter Festival held in Platinum Jubilee Park on 1st February, the opening of Weldon Heart which has enabled a wider variety of activities to take place - including the resident-led Community Wellness Festival on 1st March, and the EDC funded North Kent Careers Fair held at Leigh Academy.

This paper also summarises the results of the annual Resident Satisfaction Survey (RSS) for 2025 (Annex 2), which gives a subjective insight as to how residents are feeling about life in the garden city. This paper extracts key lessons and areas for reflection which may inform future priorities for EDC.

EDC Business Plan & KPIs

Matters covered in this paper will impact on some of the priorities within EDC's Business Plan and associated KPIs, specifically 'community participation'.

The RSS included four questions that together form our KPI for 'community participation' which includes target % response rates for 'community sentiment' and 'community involvement.'

The RSS also provides insights into resident perspectives on satisfaction with areas measured under other EDC KPI areas such as 'quality of home and neighbourhoods', 'parks and open spaces,' 'public transport,' 'footpaths and cycleways' and 'investment in social and community infrastructure.'

**Recommendation
FOR INFORMATION**

Board is asked to **NOTE** the Ebbsfleet Living report and to **DISCUSS** key trends and reflections noted from the RSS, considering how they may impact on current and future priorities for EDC.

Delegation

Not applicable.

Financial Impact

Activities funded by EDC are from within existing placemaking project budgets.

Legal Impact

Not applicable.

Equalities Impact

EDC is 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.

The RSS has been designed and delivered to ensure maximum accessibility for residents using a range of engagement tools, including on-line, face-to-face, and hard copy. A contact telephone number and email were also provided for residents who experienced any issues completing the survey. We set target quota for response rates at neighbourhood level to ensure all areas were represented proportionately.

Detailed demographic questions that were added to the survey in 2024 in response to the Public Sector Equality Duty Audit were not included this year, as the length of the survey was restricted due to cost constraints. It was also agreed that demographic data would not have changed significantly within one year.

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 are enabled to build the community and place of the garden city.

Almost 900 residents took part in the RSS across the new neighbourhoods, against a target of 800 responses. A summary of the findings will be sent to those that requested it. A digital summary will be made available on our website and shared with stakeholders. Later in 2026 a 'Listening, Learning, Delivering' infographic, summarising the actions taken in response to findings from the 2025 survey, will be shared with our contacts database and on our website - as was done in 2025 following comments made in the 2024 survey.

Sponsor Impact

Ebbsfleet Living highlights how the EDC supports MHCLG in delivering their ambitions to make tangible improvements to the lives of local people.

The output of the RSS feeds directly into our KPI for 'community participation' which includes indicators for 'community sentiment' and 'community involvement' and will be reported to MHCLG.

Annexes

Annex A – Ebbsfleet Living mid-January to the end of February 2026.

Annex B - Resident Satisfaction Survey 2025 Digital Summary.

Delegation

Not applicable.

1. Introduction

- 1.1. The 2025 RSS followed a similar approach to 2024 including only new neighbourhoods. A dual methodology took place to maximise geographic reach including a leaflet being distributed to all 5,092 households within the 8 new neighbourhoods. The leaflet contained a URL link/QR code to complete an online version of the survey. Additionally, EDC appointed Lake Market Research to interview randomly approached households in each of the new neighbourhoods to take part in the survey via a face-to-face interview.
- 1.2. The 2025 RSS varied from the 2024 RSS as the target number of completed surveys was reduced from 1,000 to 800, and the number of questions were reduced from 44 to 30 for budgetary reasons. Demographic data questions were not included. Any Ebbsfleet resident over 16 years of age was invited to complete the survey.
- 1.3. 876 surveys were completed, 29% online, and 71% face to face. The response rates across the neighbourhoods ranged between 14.2% and 24.1%, with an average response rate of 17.2%.

2. Key Findings on Resident Satisfaction

- 2.1. A summary of the key findings can be seen from the film link below and in the digital summary provided as Annex 2.

[Ebbsfleet Resident Satisfaction Survey 2025](#)

- 2.2. The RSS is structured across four themes; Community; Travel and Transport; Green and Blue Spaces; and Facilities and Services. Scores within each theme were averaged for each neighbourhood to provide an overall score for that theme, allowing comparison within and between neighbourhoods.
- 2.3. Reporting against EDC's KPI questions for 'community participation', it's noted that overall satisfaction has increased since 2024. Average satisfaction with 'community sentiment' measures is 84.5% against a KPI target of 80%. Average satisfaction with 'community involvement' measures is 34.5% against a KPI target of 25%. Satisfaction with these measures is significantly above the national average, which is impressive for a new community. The only exception is volunteering, which is significantly below the national average.
- 2.4. Geographically, Cable Wharf and Harbour Village had the lowest levels of satisfaction, followed by Ebbsfleet Cross and Weldon. Alkerden and Western Cross had the highest overall levels of satisfaction, followed by Springhead Park, Castle Hill and Alkerden.
- 2.5. Overall, residents are least satisfied with the performance of management companies and the provision of facilities and services.

3. Resident insights

- 3.1. The average age of respondents was 41 years old, 54% of which were female. The average household size is 2.95, including 40% of respondents who live with one other person, and 10% who live alone. 52% of residents have moved to Ebbsfleet from London Boroughs, 23% from Dartford and 14% from Gravesham.

4. Areas for Discussion

4.1. Overall Picture

Ebbsfleet continues to outperform national benchmarks on core place measures with robust performance on safety, belonging and social cohesion. Overall satisfaction with Ebbsfleet as a place to live remains high (79%) and above national averages. Whilst results are encouraging, the survey clearly highlights areas of significant dissatisfaction and uneven experiences between neighbourhoods, some of which have exacerbated since 2024.

4.2. Trends since 2024 (Key movements)

Positives

- Overall satisfaction with the local area and quality of life.
- Strong foundations of a confident and engaged community emerging.
- Improving satisfaction with travel and transport, including bus services.
- Positive signals of a vibrant Ebbsfleet with attendance at events increasing.

Negatives

- Significantly reduced satisfaction with shops, health facilities, sports facilities, cultural facilities, bars, cafes, and community infrastructure.
- Estate management satisfaction is low overall (net -26%), representing a significant drag on perceptions of place.
- Levels of volunteering and physical activity are below national average.
- Reduced overall satisfaction in Cable Wharf, Harbour Village and Weldon.
- Significant decline in perceived influence of Springhead Park.

4.3.1 Priority Areas for Future EDC Focus

- Consider where acceleration of facilities delivery is possible, specifically in relation to health, leisure, and cultural facilities in line with the Space in the Place Community Infrastructure model.
- Brokering improvement in estate management performance and accountability, including further support to EGCT to give residents more choice in the future as to who manages their interests.
- Sustain efforts to respond to low levels of physical activity through improved walking and cycling routes, access to parks, and affordable sports facilities.
- Sustain volunteer training and communication opportunities for volunteering.
- Engage with neighbourhoods of concern, (as set out above) to understand what their priorities and how EDC can support them.

EDC 026/016

Annex 1: Ebbsfleet Living March 2026

Presented By: Kevin McGeough, Head of Strategy and Placemaking

Purpose of Paper and Executive Summary

To update the EDC Board on progress and activities related to community building in Ebbsfleet during the Mid-January 2026 to 1st March 2026 period.

1. Introduction

1.1. 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.
- through a partnership with EDC and stakeholders for the benefit of local communities with EDC and, or third-party funding.
- directly by EDC for the benefit of Ebbsfleet residents.

2. Community Building in Ebbsfleet

2.1. The January and February period has been exceptionally busy for community development activity across Ebbsfleet. A record fifty-four EDC-commissioned community development sessions, activities and events will be delivered during the three-month period, to end of March, including wellbeing, physical activity, youth engagement, volunteering skills and community capacity building.

The full programme was promoted through a dedicated brochure distributed to all 5,000 homes and schools within Ebbsfleet UDA. The brochure was also shared with schools in surrounding neighbourhoods, GP surgeries, leisure centres, community centres and libraries, significantly extending its reach.

All activity was promoted online, supported by paid digital promotion to maximise visibility and ensure broad engagement across both Ebbsfleet and neighbouring communities. Together, this coordinated programme of delivery and communications has supported high participation levels and strengthened awareness of local opportunities.

2.2. The [Ebbsfleet Garden City Trust](#) Round 4 of the [Ebbsfleet Community Fund](#) call for applications closed on 27th February 2026. The Community Fund Panel will meet on 9th March to agree the final grants for the 2025/26 funding window.

2.3. The opening of the Weldon Heart community building by EGCT over the reporting period, was enthusiastically received by residents and community groups. Members of the Ebbsfleet Community Board were specifically invited to visit the building before it opened.

3. Events and Activities Delivered by the Ebbsfleet Community, Partners or Local Stakeholders, with or without EDC Funding

3.1. The newly formed Ebbsfleet Health Alliance, a community organisation set up and led by residents, delivered a programme of community wellbeing activity during February, including a series of three introductory workshops, culminating in a Community Wellness Festival which was held on 1st March.

All activities took place at the new Weldon Heart community space and formed some of the first public-facing events to be delivered in the building. There were over 70 participants and 15 volunteers attending the event which offered access to 7 taster sessions and 2 health and wellbeing related talks.

As part of the event a ‘wellness market’ of local businesses, charities and healthy food options were available. The programme, funded by EDC, through our Community Development Programme was designed to promote physical, mental and emotional wellbeing, encourage inclusive participation, and establish Weldon Heart as a welcoming hub for community-led health and wellbeing activity in Ebbsfleet. This is a positive example of EDC empowering residents to take the lead in organising community events and activities.



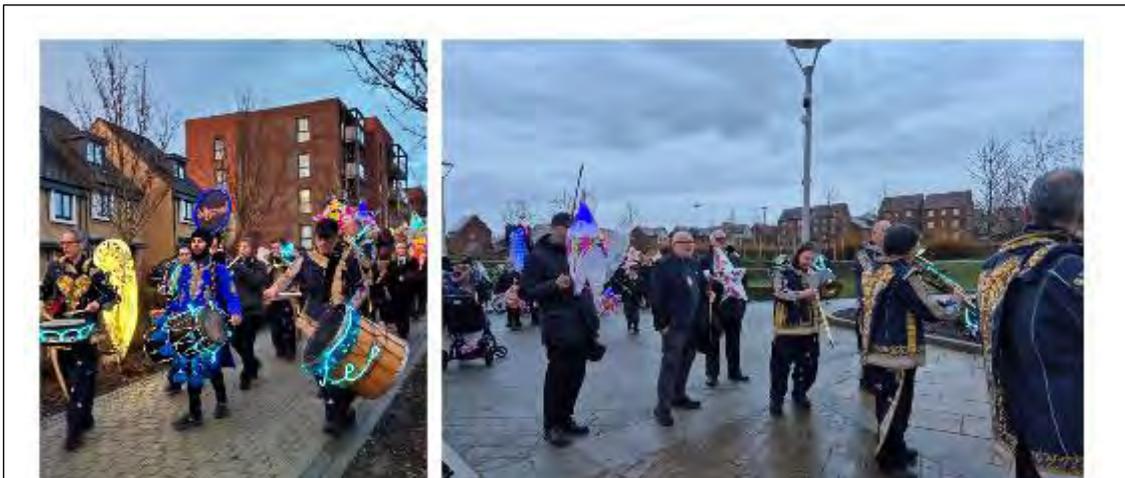
Images from the Wellness Festival and Wellness Market held at Weldon Heart on 1st March. The events highlight what a positive contribution the new community building will bring to Ebbsfleet residents enabling a wider range of activities and events to be delivered.

4. Events and Activities Delivered Through a Partnership with Stakeholders and EDC for the Benefit of Local Communities.

4.1. Always a highlight of the Ebbsfleet calendar, the Magical Winter Festival took place on 6th February 2026. Despite challenging weather conditions, over a thousand people attended over the course of the evening when Platinum Jubilee Park was transformed into a breath-taking (if very wet) winter wonderland.

The event was jointly funded through the EDC Cultural Development Programme, and with match funding from Arts Council England via Cohesion+ who are a national portfolio organisation based in Gravesham.

The event itself was the culmination of a much longer engagement programme between Cohesion+ and local schools. Pupils from five schools took part in the festival's lantern parade, showcasing lanterns they had created alongside arts organisation Same Sky. The glowing procession led by David Prout and Jeremy Kite, representing EDC and DBC respectively alongside teachers and pupils, illuminated the park, creating a moment of light, creativity and community.



Images from the Magical Winter Lights Festival in Platinum Jubilee Park



4.2. The Magical Winter Festival had very positive feedback through social media and on-line activity. [A short film of the event can be seen here.](#) EDC also used the opportunity to engage with residents around the current vision for Swanscombe Peninsula, with both EDC staff and consultants on hand to share our objectives and to get residents feedback on their ideas and priorities.

Feedback for the schools involved included:

“Despite the rain, we had a great time at the event. The children loved it and it was well organized with regards to the workshop and delivery of this, and the event itself with setting up and attaching lights etc.”

“We would happily have the workshop and event again. It was something the children went home talking about!”

Feedback from residents included:

“The festival was a fantastic experience for all ages. My children especially enjoyed the walkabout bear and the lights show with flames.”

“Events like this bring the community together, and we need that given the times we’re living through.”



Images from the Ebbsfleet Magical Winter Lights events, including our consultation on visioning for Swanscombe Peninsula.

4.3. To help address the issue of low volunteering in Ebbsfleet as highlighted in successive Resident Satisfaction Surveys, EDC has worked with Locality and Northwest Kent Community Voluntary Service (NWKCVS) to deliver a Volunteering Programme to increase volunteering in Ebbsfleet and surrounding neighbourhoods, building capacity to support the local VCSE sector.

A Steering Group of local stakeholders from VCSEs has also been set up. The group has been championing volunteering via social media content calendar with mutually agreed messages. Communications on how volunteering can benefit local groups and residents has been included in NWKCVS newsletters.

Locality has delivered online training to capacity-build local groups to increase their volunteer roles and communicate their offer to attract new volunteers and has additionally provided training on how to register volunteer roles via their online system. NWKCVS will then match people to suitable roles.

4.4. The Ebbsfleet Community Development Training Programme launched during February, offering a series of free community engagement workshops delivered in partnership with Community Organisers. Running for two months, the programme will support residents to develop practical skills, build confidence, and better understand how they can play an active role in their neighbourhoods.

The workshops are designed to encourage connection between residents, strengthen local leadership and increase capacity for community-led activity, supporting EDC's longer-term ambition to enable residents to take greater ownership of initiatives and build a resilient, community across Ebbsfleet. The first sessions were delivered at Ebbsfleet United FC and attracted residents from surrounding Northfleet community. The second sessions were delivered at the Observatory, and the final training sessions will be available online. All sessions offered free food and childcare to ensure they were accessible.

4.5. The Ebbsfleet Writing for Wellbeing programme, funded by EDC's Community Development Programme and delivered by Hope on Prescription CIC, was an eight-week creative wellbeing initiative that will run across February and March. The project will support adult mental health, emotional resilience and social connection, through weekly, accessible writing and poetry workshops. The programme was successful at attracting residents from both Ebbsfleet and surrounding neighbourhoods, providing a safe space for residents experiencing isolation, low confidence or emotional stress. The programme is co-delivered by an experienced lead facilitator and a newly trained local residents

Referrals were supported through social prescribing networks and local partners, ensuring the programme reached residents most in need while contributing to EDC's wider placemaking, health and community cohesion objectives.

4.6. BetterPoints Fresh Air Fix initiative was launched during February and provides a simple and accessible way for residents to build physical activity into their everyday routines, while supporting wellbeing and healthier lifestyles. The scheme encourages residents to get outdoors and take part in light physical activity, such as walking, in return for BetterPoints rewards.

By focusing on achievable activity rather than formal exercise, the initiative aims to reduce barriers to participation and will support EDC's wider objectives around active travel, prevention and mental wellbeing, while encouraging regular use of Ebbsfleet's green spaces. The 'Get Active in Ebbsfleet' programme within the BetterPoints app has also seen an increase in new users to 4,038 from across Dartford and Gravesham Boroughs, exceeding our target for the year-end.

BetterPoints was funded by NHS England for the first two years through the Healthy New Town Programme and has been further supported directly through EDC Community Development Programme and laterally in partnership with Clarion Futures. The BetterPoints contract will end on 31st March, after 8 years of use in the garden city and surrounding communities.

4.7. The Ebbsfleet Design Group attended a February half-term intensive workshop at Weldon Heart, run by Cement Fields, and funded by EDC's Cultural Development Programme, and Arts Council England. Over 4-days the 15-20-year-old participants, from across Gravesham and Dartford participated in workshops run by Flimsy Works looking at the circular economy and using local materials to create a reciprocating structure.



Images for the Ebbsfleet Design Group's mid-term workshop on the circular economy which was held at the Weldon Heart community building.

4.8. Facilitated through EDC's Community Development Programme, 'The Cycling Skills, Confidence Building and Guided Ride Programme', delivered in partnership with Cyclopark will run throughout February and March. The programme provides a structured series of school-based, and community cycling activities designed to improve confidence, skills and awareness of local cycling routes among children, families and residents.

Delivery to date included school assemblies, on-site coaching sessions, family confidence-building workshops, guided local rides and supported journeys to Cyclopark, complemented by access to Dr Bike maintenance support. The programme focused on building long-term confidence in active travel, strengthening links between schools and local cycling infrastructure, and encouraging more residents to cycle safely.



Images of residents taking part in the family confidence cycling coaching sessions at Castle Hill and Alkerden Academy, enabled through EDC funding and delivered by Cyclopark.

4.9. Following a winter break, Park Tennis in Ebbsfleet relaunched on 11th January 2026, marking the return of free, inclusive weekly tennis sessions at Castle Hill Tennis Courts. The relaunch was supported by a volunteer recruitment morning on the same day, providing an opportunity for residents to observe a session, meet the delivery team and learn more about becoming Park Tennis Activators. New volunteers were successfully recruited and are currently undergoing training which will support the sustainability of the programme by supporting regular participation and maintaining momentum in promoting accessible physical activity and social connection within the community.

4.10. The 5th Annual North Kent Apprentice Event was held on 12th February 2026 at The Sir Geoffrey Leigh Academy, Dartford. This collaboration between The Education People (KCC), EDC and the Kent & Medway Careers Hub was the largest and best attended so far with over 1,000 students attending, from both the host school and year 9-13 pupils from across Dartford and Gravesham, including Stone Lodge, Longfield academy, Wilmington Grammar, Thamesview, and Gravesend Grammar schools.

The event is joint funded by EDC through our Inclusive Growth Programme and was opened by Dartford Mayor, Councillor Peter Whapshott, and Councillor Avtar Sandhu – business lead for Dartford Borough Council.

Thirty-eight exhibitors from local, national and international organisations attended to highlight their early careers and apprenticeship opportunities, with training providers and education establishments also present to discuss further learning and qualifications. EDC and DBC had stands as did consultants involved in EDC projects, attending as part of their social value contributions.



Images from the North Kent Apprenticeship event at Sir Geoffrey Leigh Academy

4.11. The Young Mambos Careers Workshops continue to grow in popularity and have gained additional financial support from EDC suppliers LDA Design and Pell Frischmann through their social value contributions, plus the Lower Thames Crossing hosted an in-person session at their new education centre in Gravesend during half term: [In-Person Careers Sessions Supporting Young Futures](#). This space was provided for free as part of their skills, education and employment commitments around the LTC.

4.12. Partly funded by EDC through a £49,374 (25%) grant and delivered in partnership with The Salvation Army, 'Esther'- a new Mobile Community Space, arrived in Ebbsfleet during January. The space will provide a flexible, high-quality community facility that can be deployed across neighbourhoods in the garden city and surrounding areas, where permanent community space is yet to be delivered. Esther will offer 21m² of fully equipped, accessible space, including seating, storage, a kitchenette and internal and external screens, enabling a wide range of activities to take place. Esther will be used to support community wellbeing, reduce isolation and strengthen social cohesion by hosting regular activities, attending events and providing volunteering opportunities.

Staff from the Salvation Army have been undergoing training for the setting up and packing down of the vehicle. Following slight technical adjustments, the space will begin to be trialled at 'soft launch' events in April including at the Ebbsfleet Easter Fair. It is then intended that Esther will host various 'come and meet' sessions over the May and June before launching a full programme of youth engagement pop-up sessions over the summer period. Esther was named following a voting process held with local schools and community events.



Images of Esther, the new mobile community space which will soon be launched in Ebbsfleet.

5. Events and Activities Delivered Directly by EDC for the Benefit of Residents in Ebbsfleet and Neighbouring Communities

5.1. During the reporting period, EDC continued to deliver monthly community drop-in sessions during January and February, providing residents with accessible opportunities to speak directly with the team, ask questions about the development programme and find out more about local activities.

The January drop-in session was held at Castle Hill tennis courts as part of the relaunch of the Park Tennis sessions, followed by a February session at Hive Library in Northfleet. We combined this with an information session on the Northfleet Pathway project and Swanscombe Peninsula visioning.

Across both sessions, residents raised queries about forthcoming community spaces, sports facilities and community development activities. The sessions raise awareness, improve transparency, and maintain regular, face-to-face engagement between EDC and our communities.



Images from the Northfleet drop-in held at the Hive Library.

5.2. EDC attended Stone Parish Council on 18th February to provide an update on the development, with a particular focus on the work being done to create a vibrant community and healthy environment. The team answered questions on health provision and the inclusivity of activities, events and information for residents living outside of the Urban Development Area. Over the coming months we will engage with each of the neighbouring parish councils and resident associations where they have expressed an interest in hearing from us.

- 5.3. EDC hosted the Kent CC Public Health Team on a learning day visit to Ebbsfleet on 25th February 2026. The KCC team were keen to learn lessons from Ebbsfleet's Healthy New Town Programme, including our 'Get Active in Ebbsfleet', 'Ageing well in Ebbsfleet' and 'Environmental Sustainability' programmes. We will continue to engage with KCC to explore opportunities for cross-learning, evaluation, and potentially making joint research bids together.
- 5.4. Continuing our focus on learning and sharing our lessons of experience, EDC members collaborated with Community Solutions (the consultants managing EGCT) on an Inclusive Growth and Inward Investment tour of Barking and Dagenham, with the former Council Leader Darren Rodwell. Staff were shown how co-location, active frontage and inward investment from anchor organisations has been key to developing both economic growth and community participation, achieving social cohesion in the area's regeneration.
- 5.5. EDC staff provided volunteering support through our social value hours to St Mary's Child Kent's regular 'Food and Fun' session, held at Manor Primary School during the February half term. The sessions provided safe, supportive and engaging holiday provision for children and families, during school break periods when pressures around childcare, food costs and social isolation can increase. The sessions combined access to nutritious meals with structured play, creative workshops and physical activities, ensuring children remain active, socially connected and well supported outside of school.
- 5.6. EDC hosted a Construction Skills meeting with Hays, JCP, O'Halloran & O'Brien on 4th February to bring forward a longer-term discussion on skills and training requirements required for the future of Ebbsfleet. This discussion will continue with a wider group of employers and stakeholders in March when EDC and DBC launch the findings of a Skills Gap Report. This discussion aims to assist informing where training gaps exist and how a potential Construction Skills Hub/HNBC Housebuilders Hub in Ebbsfleet might address these gaps.
- 5.7. The EDC staff attended 3 other school careers fairs in the period at Leigh Academy Ebbsfleet (16th January), St John's Catholic Secondary School (29th January), and Dartford Girls Grammar School (25th February) to raise awareness of the career opportunities that Ebbsfleet's regeneration offers local people.
- 5.8. Kent Family Hub Partner Network hosted an awareness and networking event on 20th January to introduce a co-ordinate approach and framework for organisations working with young people and families. EDC staff attended to understand what the current offers are and where we could potentially support – particularly as we develop our youth activity plan.

6. Forward Look

6.1. EDC has been working with national charity Youth Leads UK to develop a Youth Opportunities Plan for Ebbsfleet. The purpose of the project is to build a clear understanding of current and future youth needs, meaningfully engage young people, identify gaps in existing provision, and produce a strategic, investable plan to guide future s106 and partnership investment.

Between January and March, Phase 1 of the project will focus on research, engagement and gap analysis, including stakeholder engagement with schools, local authorities and voluntary sector partners. This phase aims to understand current delivery, review of duplication and unmet need, and learn from in-person youth engagement and through a digital survey ensuring that the youth voice is heard to inform the evidence base.

Phase 2 of this work will start in April which will provide clear, strategic recommendations to inform potential future investment and delivery planning.

6.2. NWKCVS will host a volunteering fair to be held on 14th March to provide an opportunity for local VCSEs to promote volunteering opportunities to the wider community. Representatives from NWKCVS and Locality attended the Bluewater Community Forum on 29th January to talk to residents about the project.

6.3. BluePrint Arts are working on a new food and culture programme, Fusion Festival. The project will involve the Cultural Forum (an opportunity for them to remain engaged with while their Arts Council application is in process) and community members, bringing them together over food. As well as workshops the programme will pair community members with local chefs to develop new recipes and will also collect family recipes to be included in an Ebbsfleet recipe book. The project will culminate in an event in June connecting all the participants and wider community.

6.4. The Ebbsfleet Baptist Church are holding their annual Easter Egg trail at Platinum Jubilee Park and around the lake on Good Friday, followed by egg rolling and egg and spoon races after church on Easter Sunday (also at Platinum Jubilee Park).

6.5. The Ebbsfleet Runners will host a community fun morning down by the lake at Platinum Jubilee Park to include sponsored runs, walks/toddles, breakfast, cake sale, community choir, and other fun activities over the Easter break.

6.6. The 'Spring into Action' Betterpoints campaign will launch on 1st April and run until the end of the month. It will encourage people to walk, cycle, run or join local exercise classes with 'insect' medals to collect and boosted points.

RESIDENT SATISFACTION SURVEY.

2025



PLACE BOARD.

1. Response rates
 2. Relocation insights
 3. Key findings: satisfaction by theme, KPI questions & national comparators
 4. Neighbourhoods in focus
 5. Areas for reflection
- 

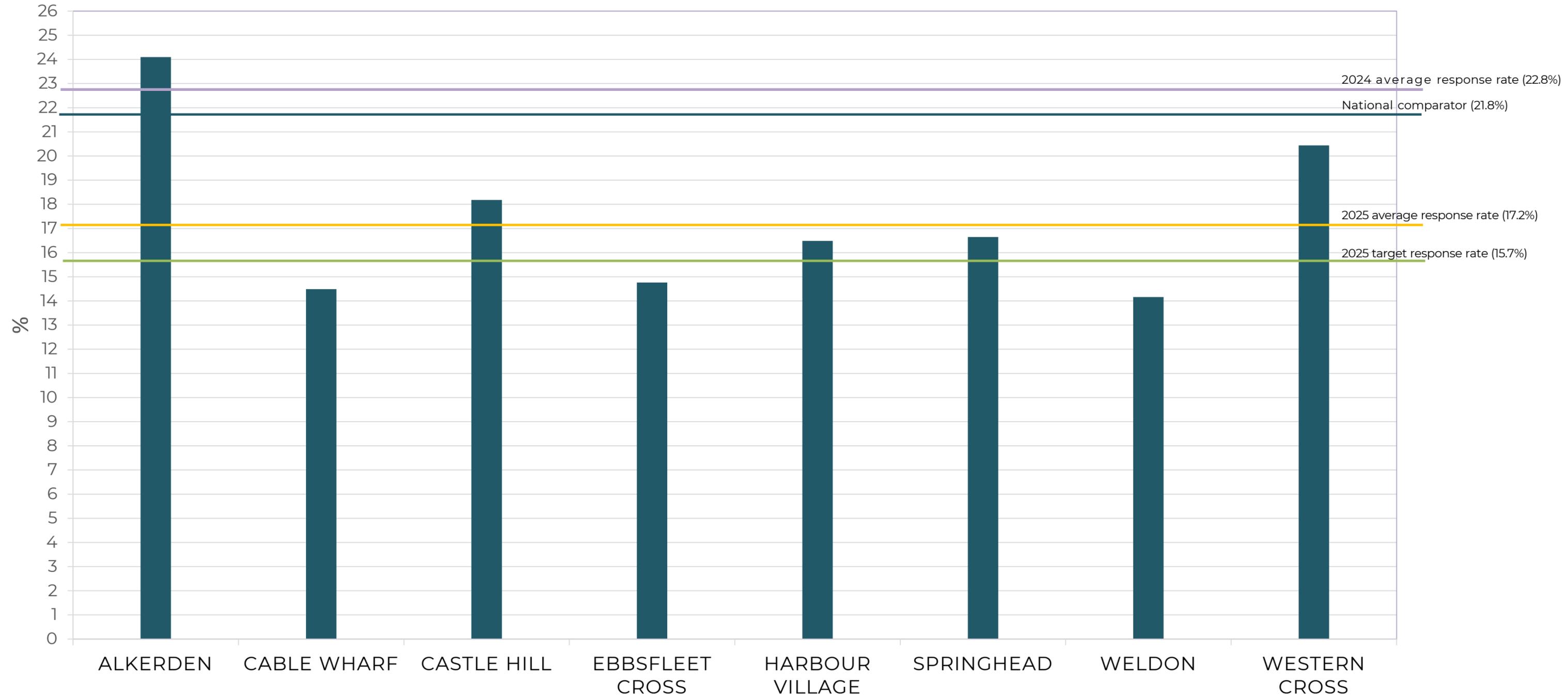
RESPONSE RATES

	Number of homes*	Number of responses	% complete of target	Response rate (%)
Alkerden	361	87	153%	24.1
Cable Wharf	490	72	94%	14.7
Castle Hill	1606	292	115%	18.2
Ebbsfleet Cross	332	49	92%	14.8
Harbour Village	182	30	103%	16.5
Springhead Park	799	133	106%	16.6
Weldon	911	129	90%	14.2
Western Cross	411	84	129%	20.4
TOTAL	5092	876	109%	17.2

* Number of addresses provided at point of survey

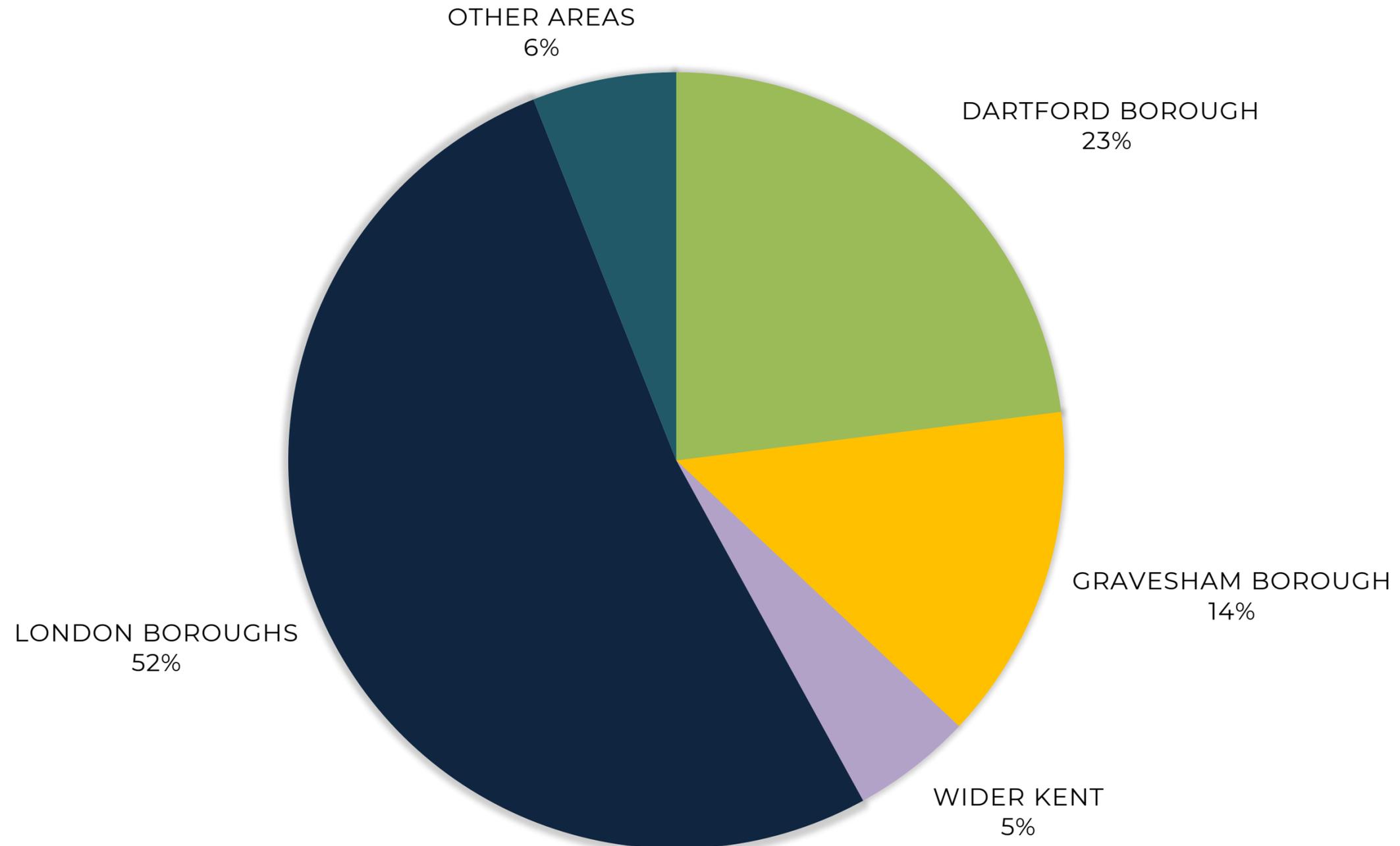
RESPONSE RATES

% RESPONSE RATES BY NEIGHBOURHOOD



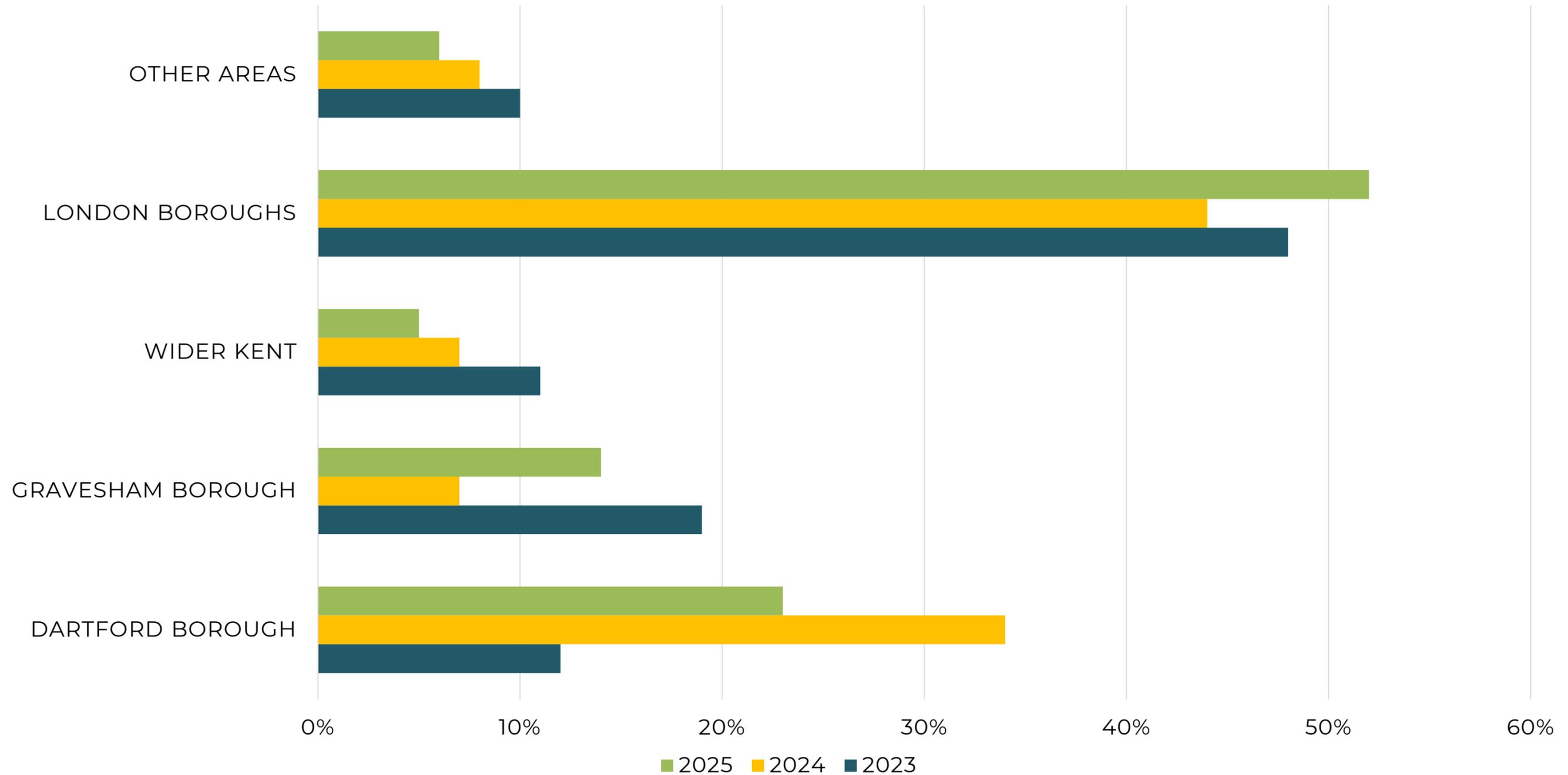
RELOCATION INSIGHTS

AREA RELOCATED FROM



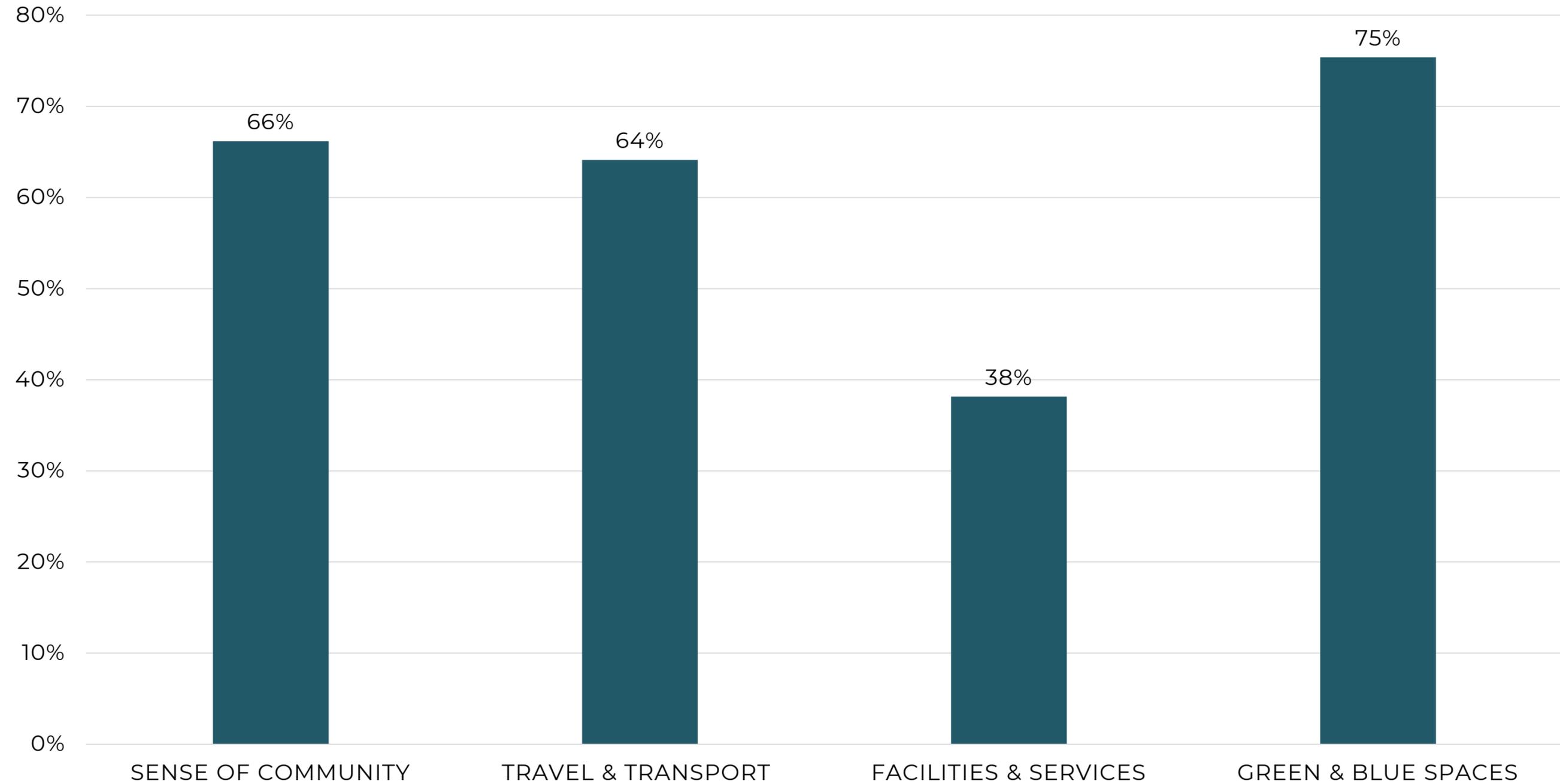
RELOCATION INSIGHTS

TRENDS IN 'AREAS RELOCATED FROM' OVER TIME

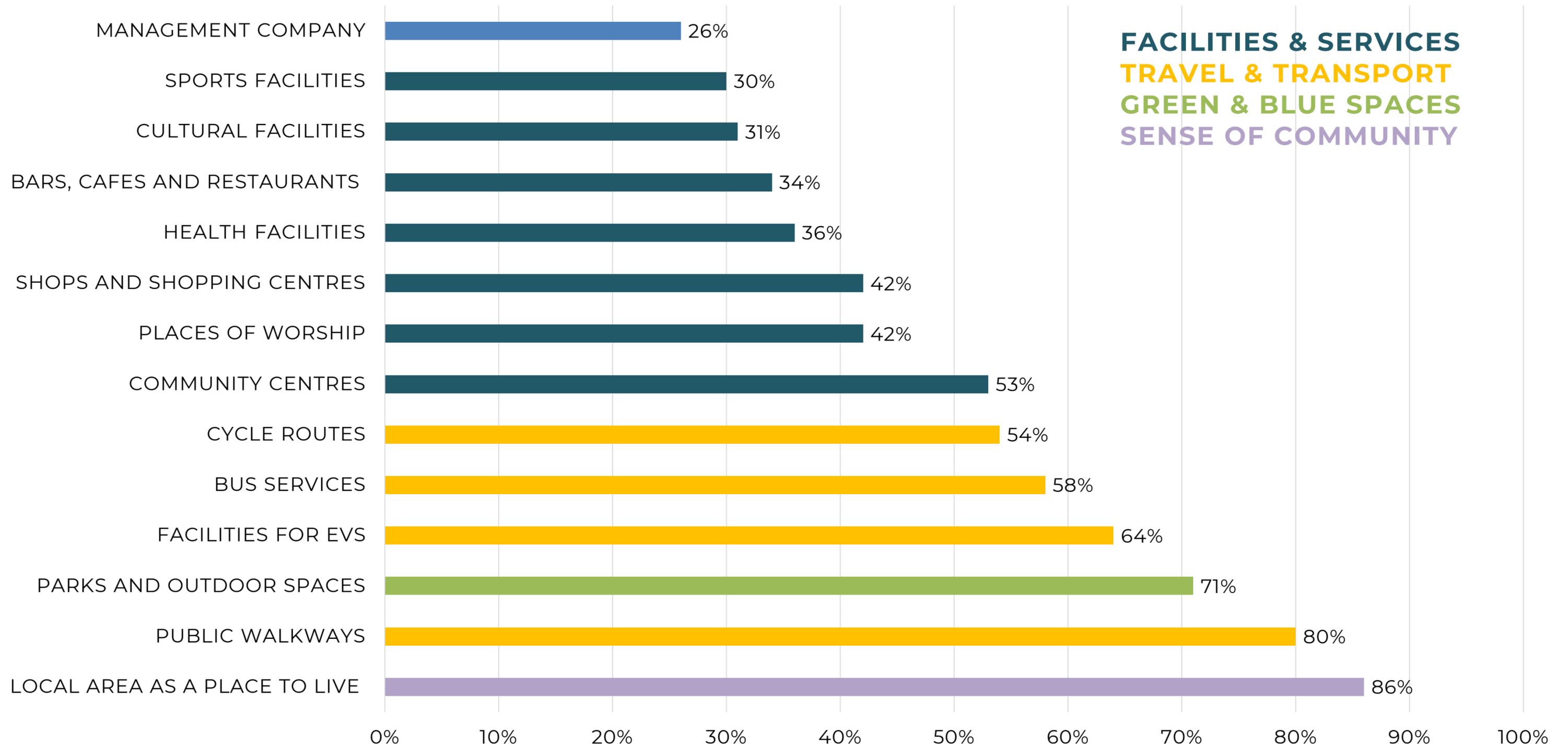


KEY FINDINGS

SATISFACTION LEVELS BY THEME



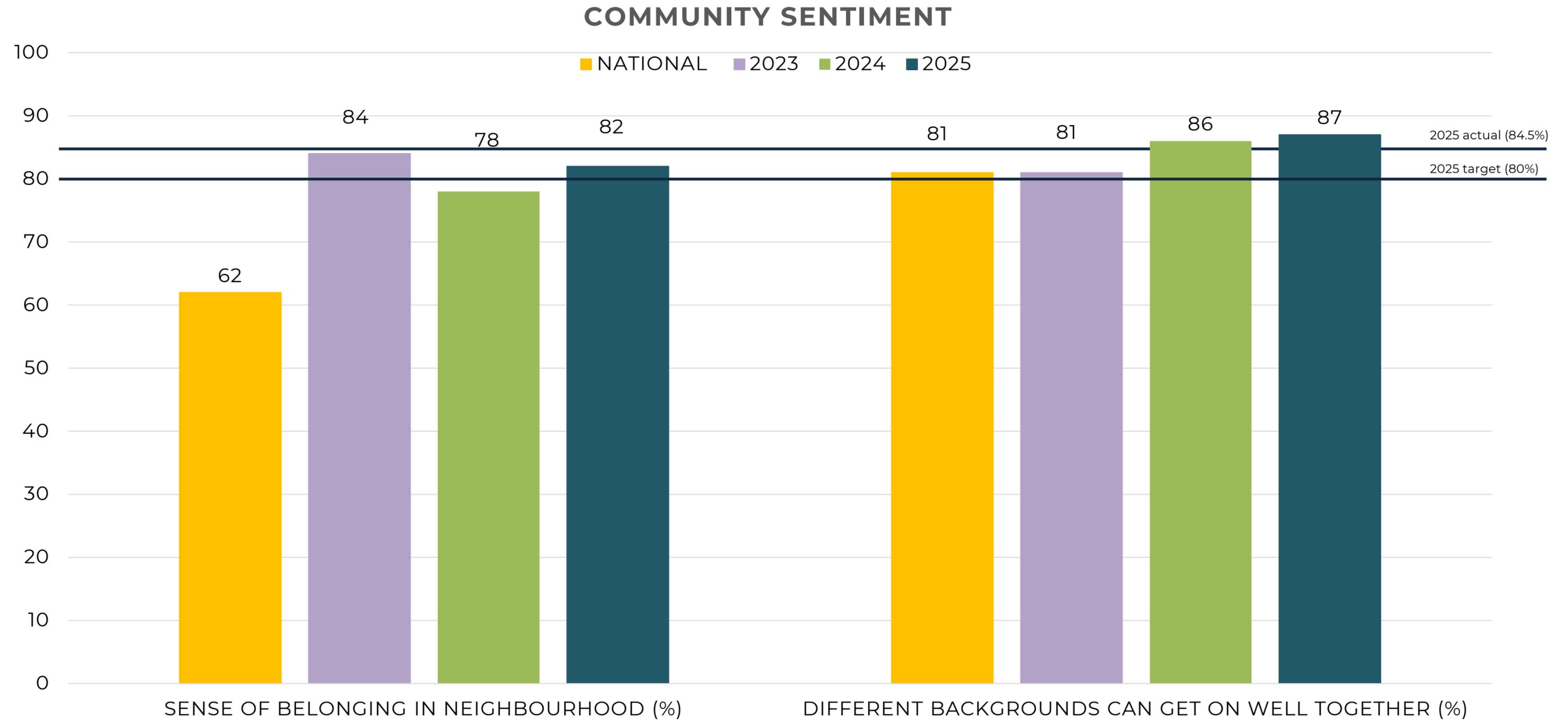
SATISFACTION LEVELS



HIGHS & LOWS

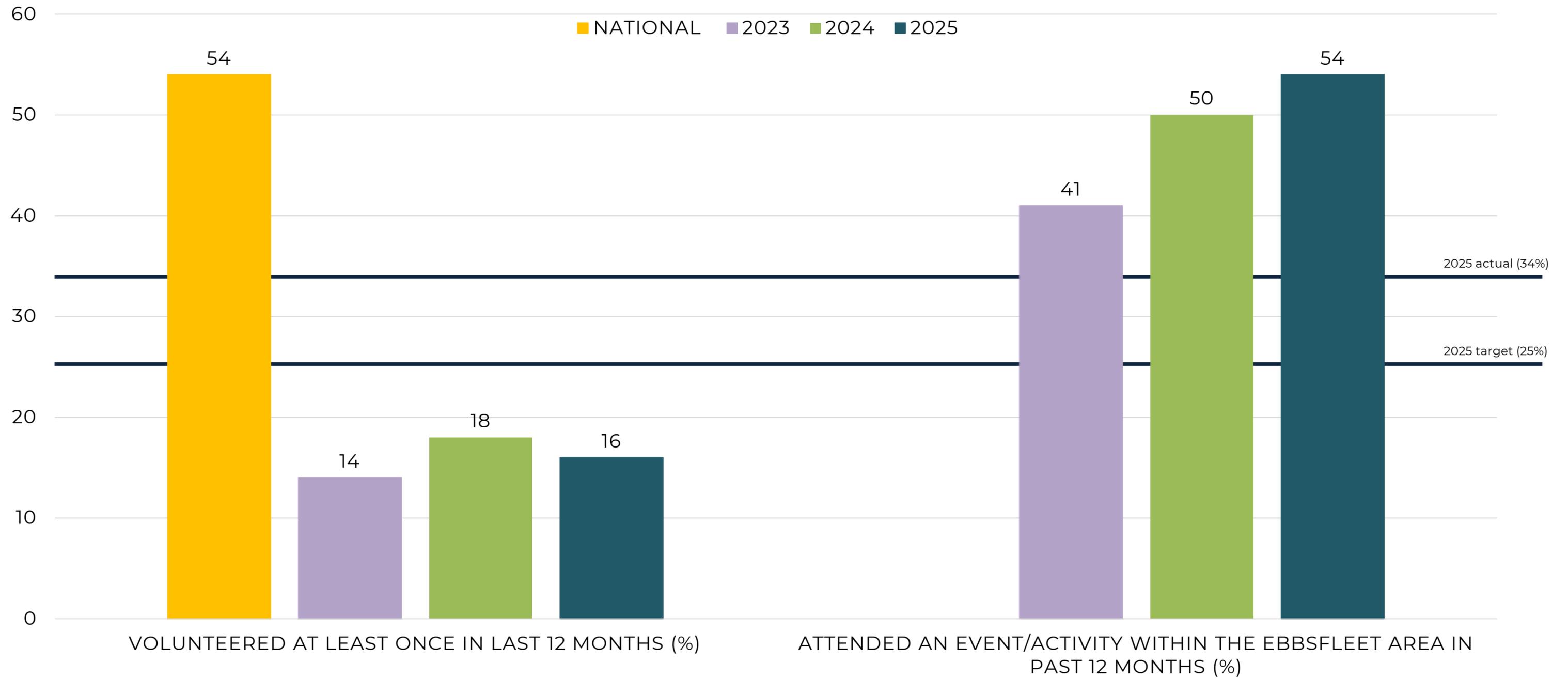
	AVERAGE	NEIGHBOURHOOD	LOW	NEIGHBOURHOOD	HIGH
SAFETY	87%	HARBOUR VILLAGE	77%	SPRINGHEAD PARK	95%
PLACE WHERE PEOPLE OF DIFFERENT BACKGROUNDS GET ON WELL TOGETHER	87%	SPRINGHEAD PARK	80%	EBBSFLEET CROSS	96%
LOCAL AREA AS A PLACE TO LIVE	86%	CABLE WHARF	76%	SPRINGHEAD PARK & WESTERN CROSS	89%
SENSE OF COMMUNITY	82%	WELDON	74%	HARBOUR VILLAGE	86%
PUBLIC WALKWAYS	80%	EBBSFLEET CROSS	37%	ALKERDEN	91%
PARKS AND OUTDOOR SPACES	71%	CABLE WHARF	37%	CASTLE HILL	91%
FACILITIES FOR EV	64%	CABLE WHARF	34%	HARBOUR VILLAGE	100%
ACCESS TO NATURE HAS IMPROVED	62%	CABLE WHARF	38%	CASTLE HILL	76%
BUS SERVICES	58%	EBBSFLEET CROSS	37%	SPRINGHEAD PARK	79%
ATTENDED EVENT	54%	HARBOUR VILLAGE	33%	WESTERN CROSS	71%
CYCLE ROUTES	54%	CABLE WHARF	30%	SPRINGHEAD PARK & WESTERN CROSS	66%
COMMUNITY CENTRES	53%	HARBOUR VILLAGE	0%	SPRINGHEAD PARK	73%
INFLUENCE DECISIONS	51%	SPRINGHEAD PARK	21%	ALKERDEN	69%
PLACES OF WORSHIP	42%	ALKERDEN	21%	WELDON	47%
SHOPS AND SHOPPING CENTRES	42%	HARBOUR VILLAGE	30%	WESTERN CROSS	78%
HEALTH FACILITIES	36%	WELDON	23%	WESTERN CROSS	53%
BARS, CAFES AND RESTAURANTS	34%	HARBOUR VILLAGE	24%	WESTERN CROSS	59%
CULTURAL FACILITIES	31%	HARBOUR VILLAGE	12%	SPRINGHEAD PARK	55%
SPORTS FACILITIES	30%	CASTLE HILL	20%	SPRINGHEAD PARK	48%
MANAGEMENT COMPANY	26%	SPRINGHEAD PARK	12%	WESTERN CROSS	36%
VOLUNTEERING	16%	HARBOUR VILLAGE	3%	WESTERN CROSS	20%

KPI QUESTIONS



KPI QUESTIONS

COMMUNITY INVOLVEMENT



LIVING IN EBBSFLEET PROVIDES EXCELLENT ACCESS TO NATURE AND ENCOURAGES POSITIVE ENVIRONMENTAL BEHAVIOURS AND VIEWS

62%

of respondents reported that their access to nature has improved since moving to Ebbsfleet.

OVER TWO THIRDS

of respondents are satisfied with parks and open spaces in their neighbourhood.

OVER HALF

of respondents are satisfied with cycle routes in their neighbourhood.



OVER 80%

of respondents spend time outside in green and natural spaces at least once a week.

80%

of respondents are satisfied with public walkways in their neighbourhoods.

ALMOST TWO THIRDS

of respondents are satisfied with facilities for electric vehicles.

NATIONAL COMPARATORS

7.8/10 Quality of life satisfaction. Nationally, this figure is 7.5/10

87% Of respondents feel safe. Nationally, this figure is 78%

82% Of respondents feel a sense of belonging to their neighbourhood. Nationally, this figure is 62%

51% Of respondents feel they can influence decisions affecting their area. Nationally, this figure is 24%

87% Of respondents feel their neighbourhood is a place where people of different backgrounds get on well. Nationally, this figure is 81%

86% Of respondents are satisfied with their local area as a place to live. Nationally, this figure is 73%

87% Of respondents spend time outside every week. Nationally, this figure is 69%



ALKERDEN

	Average % (for all neighbourhoods)	Alkerden	Above/below average
Sense of Community	66%	72%	↑
Travel & Transport	64%	65%	↑
Facilities & services	38%	33%	↓
Green & Blue Spaces	75%	88%	↑



CABLE WHARF

	Average % (for all neighbourhoods)	Cable Wharf	Above/below average
Sense of Community	66%	58%	↓
Travel & Transport	64%	45%	↓
Facilities & services	38%	28%	↓
Green & Blue Spaces	75%	50%	↓



CASTLE HILL

	Average % (for all neighbourhoods)	Castle Hill	Above/below average
Sense of Community	66%	69%	↑
Travel & Transport	64%	65%	↑
Facilities & services	38%	33%	↓
Green & Blue Spaces	75%	88%	↑



EBBSFLEET CROSS

	Average % (for all neighbourhoods)	Ebbsfleet Cross	Above/below average
Sense of Community	66%	66%	
Travel & Transport	64%	47%	
Facilities & services	38%	35%	
Green & Blue Spaces	75%	42%	



HARBOUR VILLAGE

	Average % (for all neighbourhoods)	Harbour Village	Above/below average
Sense of Community	66%	58%	↓
Travel & Transport	64%	74%	↑
Facilities & services	38%	20%	↓
Green & Blue Spaces	75%	61%	↓



SPRINGHEAD PARK

	Average % (all neighbourhoods)	Springhead Park	Above/below average
Sense of Community	66%	62%	↓
Travel & Transport	64%	70%	↑
Facilities & services	38%	57%	↑
Green & Blue Spaces	75%	79%	↑



WELDON

	Average % for (all neighbourhoods)	Weldon	Above/below average
Sense of Community	66%	65%	↓
Travel & Transport	64%	62%	↓
Facilities & services	38%	35%	↑
Green & Blue Spaces	75%	73%	↓



WESTERN CROSS

	Average % (for all neighbourhoods)	Ashmere/ Western Cross	Above/below average
Sense of Community	66%	69%	↑
Travel & Transport	64%	70%	↑
Facilities & services	38%	47%	↑
Green & Blue Spaces	75%	63%	↓

SATISFACTION LEVELS

Highest
Lowest

	Sense of Community	Travel & Transport	Facilities & Services	Green & Blue Spaces
Alkerden	72%	65%	33%	88%
Cable Wharf	58%	45%	28%	50%
Castle Hill	69%	65%	33%	88%
Ebbsfleet Cross	66%	47%	35%	42%
Harbour Village	65%	74%	20%	61%
Springhead Park	62%	70%	57%	79%
Weldon	65%	62%	35%	73%
Ashmere	69%	70%	47%	63%

NEIGHBOURHOOD FOCUS

Harbour Village reported the lowest level of satisfaction across all neighbourhoods in 4 of the 7 Facilities and Services questions. Western Cross reported the highest level of satisfaction across all neighbourhoods in 3 of the 7 Facilities and Services questions.

Harbour Village has the lowest overall level of satisfaction. It appears most frequently as the lowest-scoring neighbourhood, and it records some of the very lowest scores overall.

Western Cross has the highest overall level of satisfaction. It appears most often as the highest-scoring neighbourhood, and it consistently scores strongly in lower-average areas.



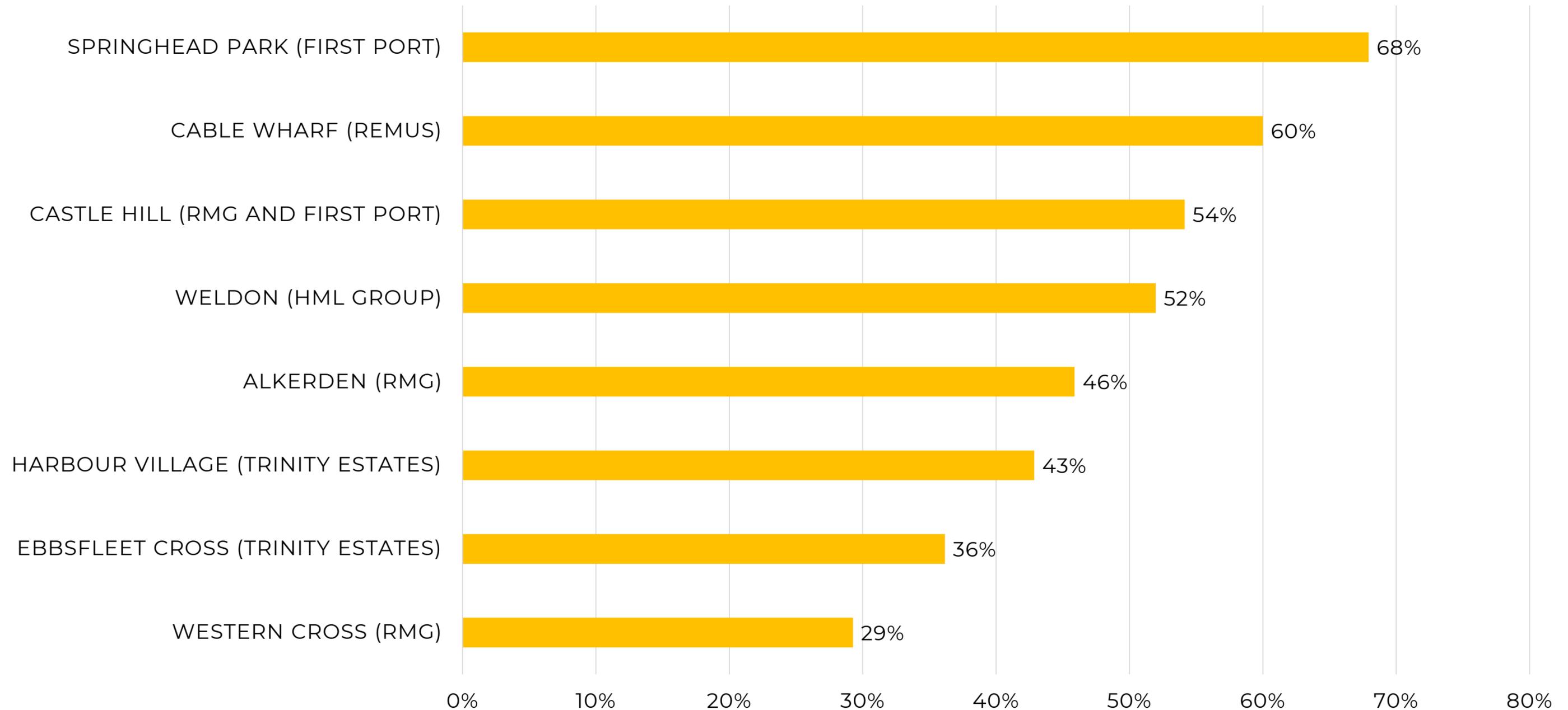
AREAS FOR REFLECTION

- Services received by Estate Management Companies has the lowest level of satisfaction (26%).
- Volunteering levels have declined slightly (18% to 16%) and remain considerably lower than the national average (54%).
- Levels of physical activity remain low (30.8%) and below the national (67.4%) and Kent (67.4%) averages and satisfaction with sports facilities has the second lowest satisfaction level (30%).



AREAS FOR REFLECTION

% OF RESPONDENTS REPORTING BEING 'FAIRLY' OR 'VERY' DISSATISFIED WITH THE SERVICE RECEIVED BY THEIR ESTATE MANAGEMENT COMPANY

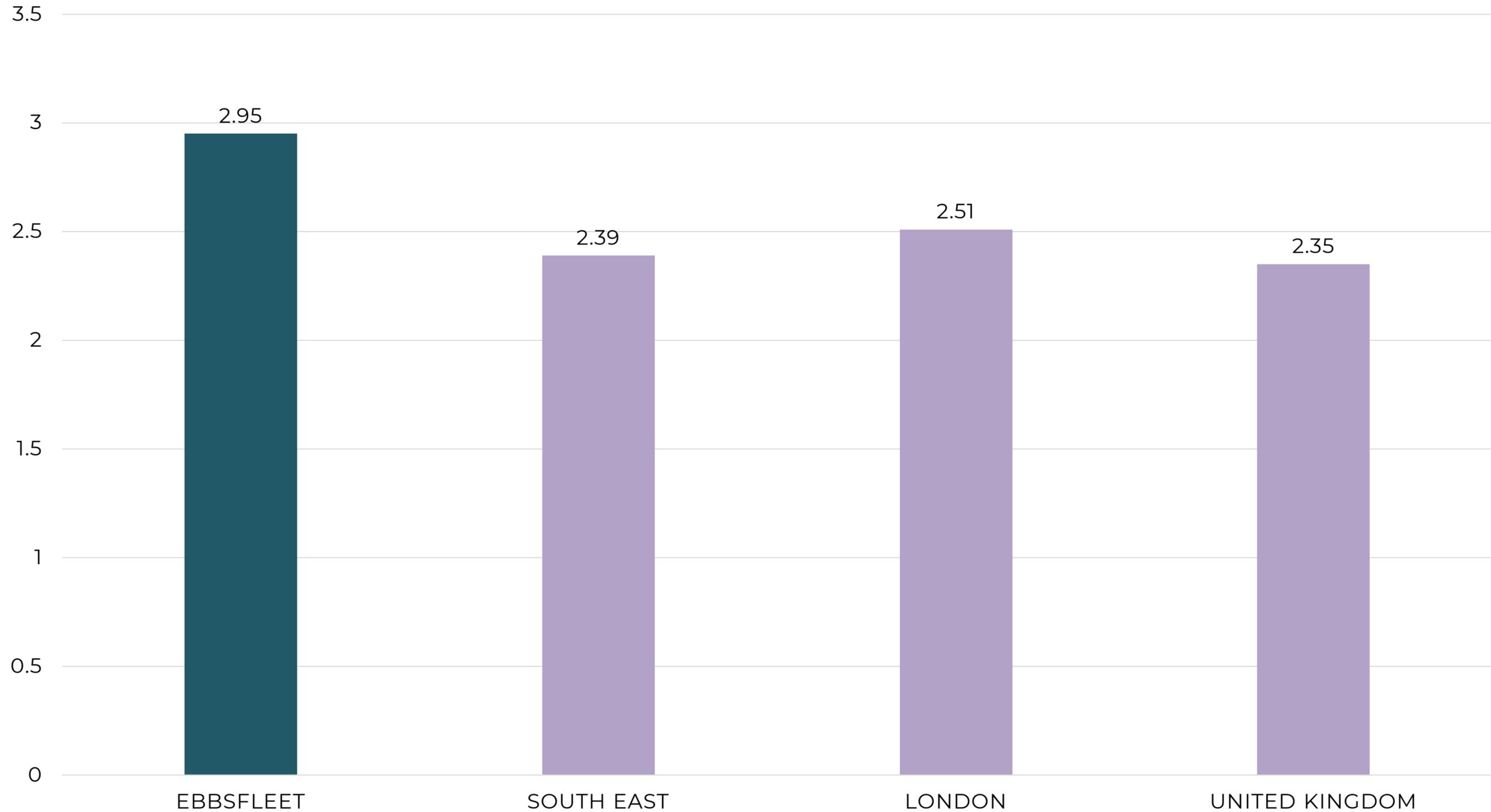


AREAS FOR REFLECTION

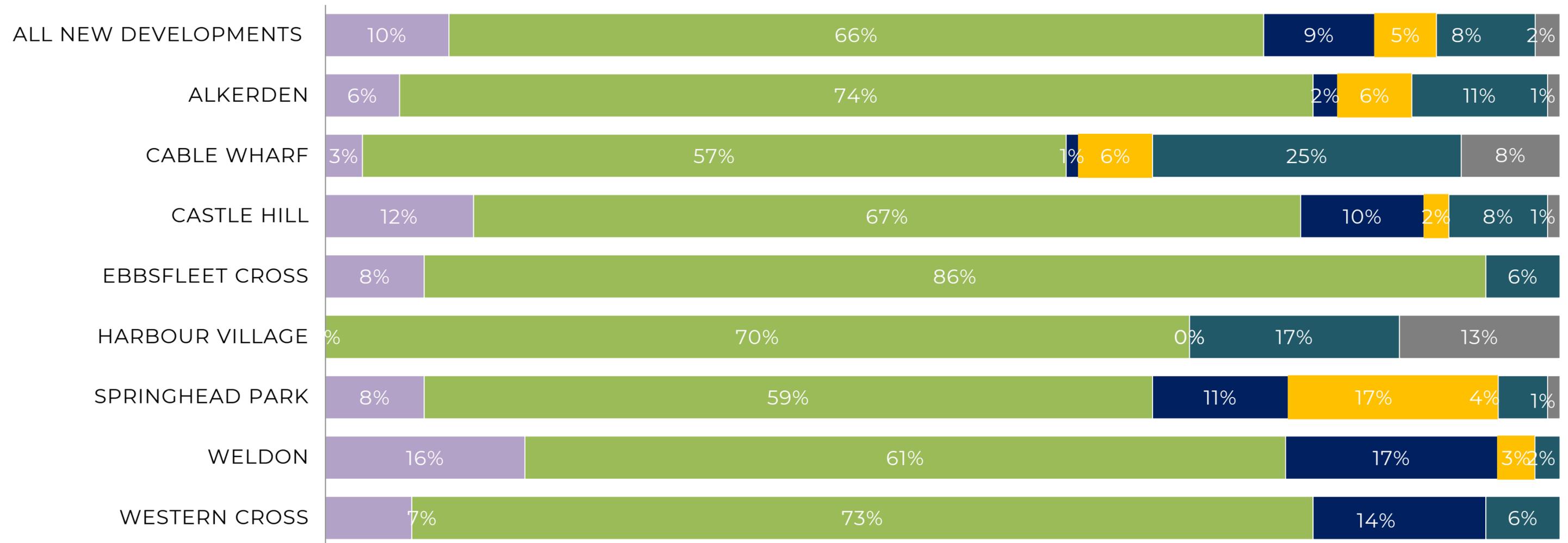
- Attendance at events is lowest in Northfleet Riverside (39%) and has declined in Weldon since 2024 (50% to 41%).
- Satisfaction with community centres (21%) has increased since 2023 and 2024 (17%).
- Satisfaction with health facilities has declined since 2024 (38% to 36%).
- Satisfaction with bus services has increased since 2024 (39% to 58%).



AVERAGE HOUSEHOLD SIZE



TENURE



- OWN MY HOME OUTRIGHT
- OWN MY HOME WITH A MORTGAGE
- PRIVATELY RENTING MY HOME
- RENT HOME VIA REGISTERED SOCIAL LANDLORD, HOUSING CO-OPERATIVE, CHARITABLE TRUST
- PART-OWN AND PART-RENT MY HOME
- SOMETHING ELSE

Ebbsfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Development, Infrastructure & Enabling Update

Paper Number: EDC 026/017

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 is the positive market response received to the Invitation to Participate (ITP) stage of the contractor procurement for the Ebbsfleet Central Phase 1 infrastructure works and the continued good progress on the Weldon Community Buildings including the opening of the Weldon Heart facility. 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
 - 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 February 2026.

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. Officers are pleased to report that S106 negotiations with DBC, GBC and KCC have now been concluded, with engrossment versions being circulated for signature. The development team anticipate that, subject to no further issues arising, the Outline Planning Consent notice may be issued by the LPA in March.

3.3. Work on the Area Masterplan and Area Design Code is also progressing to enable these to be submitted to the LPA upon the granting of Outline Planning Consent.

- 3.4. The associated infrastructure scope of works detailed within the OBC has been reviewed to ensure this can be delivered in phases; the RIBA Stage 2 re-design of the enabling infrastructure has been completed and was approved by the Project Board in December. A period of further design refinement (RIBA Stage 2+) is now underway including consultation with the LPA and other stakeholders to provide additional design assurance before commencing RIBA Stage 3 in the summer of 2026.
- 3.5. A positive market response has been received to the Invitation to Participate (ITP) stage of the contractor procurement for the Phase 1 infrastructure works, with tender responses having been received on Monday 16 February 2026. This is the first of a two-stage process and officers are now evaluating the ITP submissions to arrive at a short list to be invited to participate in the next stage of the procurement process.
- 3.6. We continue to work with our commercial advisors to refine the disposal strategy and viability workstreams for the project.

4. Northfleet Embankment East

- 4.1. The project team has now obtained the updated cost plan for the project which has been produced with the benefit of the additional technical information and recommendations from the recently completed ground investigations. EDC's appointed multi-disciplinary technical advisors are currently undertaking design review and development work on the existing Stage 3 design to incorporate opportunities enabled by the recommendations from the ground investigations.

5. Ebbsfleet Green Community Buildings

- 5.1. Works at the Weldon Wellbeing Pavilion, adjacent to the Spring River pub, are nearing completion with final finishes progressing inside the building whilst external works are underway to the car park and landscaping. Completion of the works and transfer to the operator, Freedom Leisure, is targeted for opening in May 2026. Please see Figure 1 below.

Figure 1: Weldon Wellbeing Pavilion



5.2. Ownership of the Weldon Heart has been transferred to Ebbsfleet Garden City Trust. The new facility was opened to the community on 16th February with a series of events being planned over the coming months. Please see Figure 2 below.

Figure 2: Weldon Heart Community Facility



Infrastructure and Enabling Projects

6. Springhead Bridge

- 6.1. Final inspection of the bridge structure has been successfully completed, and the final inspection report is under review prior to sharing with KCC Structures.
- 6.2. KCC should then issue the relevant Certificate of Construction Compliance to EDC, which will facilitate the Section 38 sign off by KCC and their adoption of Springhead Bridge.



Underbridge Inspection unit.

7. Electricity Supply Infrastructure

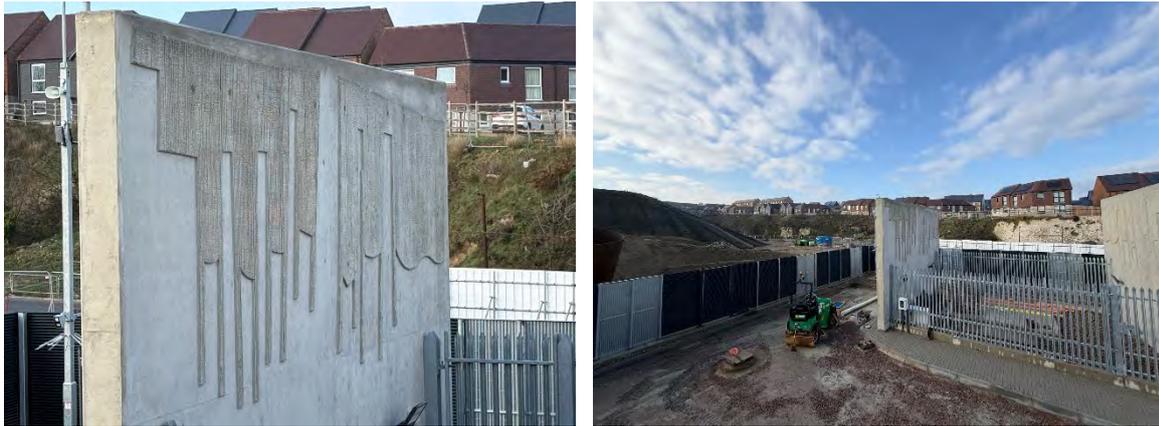
- 7.1. Construction of all non-flint wall related activities for the new Northfleet Embankment Primary Substation are now complete including the access road and footpaths. UKPN have commissioned an Independent structural survey to review potential solutions to stabilise the flint wall that is adjacent and preventing them from completing their boundary fence works.



NEP Switch House, Transformers and Fire walls



NEP 33kV Cable inputs and Switch gear



Feature Fire walls



NEP Switch House and Flint Wall

7.2. UKPN have completed the 33kV and 11kV main cable route designs and are concentrating on concluding the consents required to progress. Work continues with the archaeological assessment for the location of the Ebbsfleet Central primary substation prior to planning submission.

8. Fastrack - Bean Tunnel

8.1. KCC Contractor Erith have commenced their pre-construction works with the rock netting adjacent to Bluewater and these works will continue until mid-May 2026. KCC have forecast tunnel completion by late summer 2027. Meanwhile, we continue to try and finalise the revised tri-partite funding agreements.

9. Recommendation

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