

BUSINESS PLAN 2026/27



Ebbsfleet
DEVELOPMENT CORPORATION

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INTRODUCTION FROM THE CHAIR

Ebbsfleet Development Corporation was set up just over a decade ago to make the best use of its geographical location and exceptional transport links to create a bold new town as part of a wider network of connected places across North Kent. As the Corporation enters its second decade, this Business Plan marks a clear transition – from establishing the foundations of a new place to delivering its next and most complex phase: Ebbsfleet Town Centre.

Ebbsfleet is now firmly established. Around 15,000 people live in Ebbsfleet and neighbouring new homes in Swanscombe and Northfleet, supported by new schools, local centres and community buildings. There are four trains an hour from Ebbsfleet International to London St. Pancras International, the road network is excellent with more than 2.5 million people within a 30 minute drive of Ebbsfleet and 10 million people within a 60 minute drive, and our nationally unique Fastrack bus system is fully operational and will this year step up to a high capacity level of service and reliability, connecting Dartford, Greenhithe, Ebbsfleet, Northfleet, Gravesend and Bluewater shopping centre. Resident satisfaction is consistently above national averages, and a confident, capable community is emerging. These achievements provide a strong platform for long term success.

The Corporation has now secured the core conditions needed to bring forward Ebbsfleet Central. Land around Ebbsfleet International Station is in our ownership; over £157 million of capital funding over 4 years has been committed by Government; and a flexible, parameters-based planning consent is in place. With these foundations secured, our focus now turns decisively to delivery.

We are clear sighted about the challenges. Market conditions are difficult, and town centres are complex to deliver. However, Ebbsfleet's fundamentals are strong. Its position between London's global economy and Kent's diverse regional base -combined with high speed rail connectivity to central London and access to high quality natural assets including the Swanscombe Peninsula and Blue Lake -provides a robust

platform for sustainable, mixed use growth that will add value to the North Kent economy.

Ebbsfleet benefits from strong national alignment. Government has reaffirmed its commitment to infrastructure-led growth and the role of new towns, with Ebbsfleet continuing to act as a leading national demonstrator. The scale of public investment reflects this confidence, and the Corporation benefits from the backing of its sponsor department and Ministers.

With the appointment of our new Chief Executive, Sara Waller, the Corporation enters this phase with strong leadership and a highly capable team. The next stage of delivery will require us to deepen existing relationships and establish new partnerships across both the public and private sectors. The Board's role is to provide assurance, uphold probity, and support a culture of collaboration, agility and disciplined risk-taking. Working closely with the Ebbsfleet Garden City Trust, we remain committed to securing a lasting legacy for Ebbsfleet – delivering the original ambition in a way that is credible, inclusive and resilient.



Dr David Prout CB,
EDC Chair



INTRODUCTION FROM THE CHIEF EXECUTIVE OFFICER

Ebbsfleet was conceived as a Garden City for the twenty-first century: high-quality homes alongside jobs and community infrastructure, set within green spaces and natural amenities that support healthy lives. Central to this vision is long-term stewardship – a commitment to shaping, managing and sustaining place over generations, not simply delivering development. That ambition remains the right one, even as our approach continues to evolve in response to today’s challenges and opportunities.

Ebbsfleet – a place, not a plan

The Corporation has established a strong and well-deserved reputation for delivery. Over the last few years, around 50 new homes have been completed each month, with more than 150 new residents choosing to make Ebbsfleet their home. As delivery has progressed, the quality of homes has continued to rise, supported by high-performing schools, active local centres, a growing network of parks and playgrounds, and an increasingly strong sense of community. Resident satisfaction remains high, and Ebbsfleet is widely experienced as a complete and well-functioning place.

Connectivity has been central to this success. The Fastrack bus network, alongside an expanding system of walking and cycling routes, enables movement across Ebbsfleet’s network of towns with a total population of near 250,000, and provides strong onward connections - linking to London King’s Cross/St Pancras and five other local stations offering direct access across the capital and the wider region. We have also invested in improving road connections, ensuring that residents and businesses can rapidly access the motorway network.

Crucially, the structures needed to sustain this success over the long term are now in place. Ebbsfleet Garden City Trust has taken on its first assets, in line with its business plan, marking an important step in securing the financial resilience required to support long-term stewardship and protect the quality and character of place

over time. Our resident board is dynamic and supported by an extensive network of active community and faith leaders.

Our next phase: Ebbsfleet Central

This year, we will move decisively into the next phase of delivery: Ebbsfleet Central. The confirmation of £157 million of Government capital grant funding for the Corporation marks a major milestone and brings with it a clear responsibility to deploy resources where they will most effectively catalyse change. Our focus will be on delivering essential foundations - roads, utilities and the station forecourt - creating the conditions for early activity, enabling us to test market demand, and deliver visible benefits at pace as the area begins its transition from car park to place.

Delivering this next phase will not be possible through public investment alone. Establishing the right private-sector partnerships will therefore be fundamental to our approach. With significant single land ownership, a flexible planning framework and a clear commitment to long-term stewardship, Ebbsfleet is well positioned to work with investors and development partners who share our ambition for quality, longevity and place-based value. We will use our Government funding strategically - aligned with other funding sources and emerging financial instruments - to help crowd in private investment and create a robust, investable platform for long-term delivery.

Continued investment in Ebbsfleet, Swanscombe and Northfleet

At the same time, we will maintain a strong focus on delivery across other parts of Ebbsfleet and the wider area. Particular priority will be given to Alkerden, our most significant local centre, where we will act as a proactive planning authority and part-funder as the education campus is completed and construction begins on the health and community hub. In parallel, we will improve the offer at Castle Hill local centre, including the rapid delivery of a meanwhile (non-permanent temporary use) cultural facility and a stronger evening economy, while driving forward visible investment in Swanscombe and Northfleet and expanding our construction employment and skills programmes.

Looking ahead, connectivity - alongside access to exceptional natural assets - will be a defining differentiator of the future place. We will work with partners to support international rail connectivity, bring forward a clear and deliverable vision for the Swanscombe Peninsula, accelerate plans for public access to the beautiful Blue Lake and work with neighbouring towns of Dartford and Gravesend to improve connections between new and existing community assets. Together, this will strengthen Ebbsfleet and its neighbouring towns as distinctive and competitive locations for new resident and businesses, while enhancing quality of life for existing communities.



The Corporation, our history and our story

As a new Chief Executive, I am mindful of the deep history of Ebbsfleet and the many influences that have shaped it over time - its industrial heritage, its landscape, and its much older roots as one of the earliest settled parts of the country. This place has also been shaped by the commitment and leadership of those who have come before me, including my predecessor, Ian Piper, and by the dedication of the team, partners and communities who have worked to turn ambition into reality.

Since joining the Corporation, I have been struck by both the quality of what has been delivered and the strength of the organisation itself: a team with a blend of public - and private-sector experience, strong relationships with communities, and trusted partnerships across government and delivery partners. As with any organisation, there is always scope to do things better, and over the year ahead we will continue to refine how we work - ensuring our processes combine rigour and assurance with the agility needed to deliver in a complex and fast-changing environment.

The Ebbsfleet story is not yet as well known as it should be. As we move into this next phase, we will place greater emphasis on telling that story clearly and confidently - ensuring residents across our network of towns are aware of the new facilities and opportunities available, celebrating what has already been achieved, being open about the challenges that remain, and setting out a compelling and credible vision for what comes next. I am hugely proud to lead the Corporation at this moment, and to work alongside our residents, partners and stakeholders as we shape the next chapter in the long history of this place.



Sara Waller,
EDC Chief Executive Officer

OUR KEY ACTIONS FOR THE YEAR

Our key actions for the year are as follows:

Objective 1 — Build new homes and support inclusive growth, with resilient infrastructure and a healthy environment

By the end of March 2027 we will have:

1. Supported the delivery of more than 300 new homes, and proactively worked with partners to increase the range of housing products and tenures in future years, including Social Rent.
2. Made substantial progress so that we are ready to appoint a contractor in 2027 to deliver a creative-led workspace and on-site youth activities to support wider community activity in Northfleet.
3. Delivered construction education and employability programmes for residents of Dartford and Gravesham Boroughs, and, with partners, sought to expand additional access to local skills training through a local construction skills hub.
4. Published a future vision for the Swanscombe Peninsula in liaison with partners and stakeholders.
5. Completed initial design proposals for bringing Blue Lake back into use to provide local amenity space.
6. Ensured that UKPN have completed their construction of the Northfleet Embankment Primary Substation to secure necessary electrical supply for new homes and businesses, and working in collaboration with Southern Water, we will have investigated the need for - and feasibility of - odour control at Northfleet Wastewater Treatment Works.

Objective 2 — Drive the delivery of Ebbsfleet Central as a thriving, economically sustainable town centre

By the end of March 2027 we will have:

7. Appointed a contractor to undertake detailed design for the roads and utilities for Ebbsfleet Central Phase 1A in early 2027, and have submitted plans to secure the necessary planning consents.
8. Confirmed a clear plan for delivering the wider infrastructure required to unlock the development potential at Ebbsfleet Central and progressed contractor procurement.
9. Identified opportunities for early activation and established a plan for meanwhile use and an incremental approach to creating a new place at Ebbsfleet Central.
10. Refined our approach to bringing forward development on Ebbsfleet Central West including exploring opportunities to deliver strategic open space at central park.
11. Advocated for the return of international rail services to Ebbsfleet International Station including working with relevant partners and stakeholders.
12. Undertaken developer engagement resulting in a refreshed and agreed strategy for securing the right private sector partner and attract private sector investment.



Objective 3 — Create the connections and social infrastructure that underpin a successful new town

By the end of March 2027 we will have:

13. Supported the delivery of Alkerden Local Centre, including commencing the construction of Alkerden Hub.
14. Aligned and progressed an investment programme at Castle Hill to improve the quality and offer of the Local Centre.
15. Supported proposals for a redevelopment of the Swanscombe Pavilion and associated facilities in Swanscombe.
16. Supported the delivery of Rosherville Primary School in Northfleet (including improving walking routes for pupils) and invested and supported the completion of permanent buildings within the Alkerden Education Campus.
17. Supported the completion of and celebrated the opening of the Chimney View Park, for existing and new communities in Northfleet.
18. Progressed an investment programme to fund and deliver a collection of projects to improve local travel and wayfinding, including walking and cycling routes across towns and improving the Fastrack service.

Objective 4 — Embed stewardship arrangements to secure Ebbsfleet's long-term success

By the end of March 2027 we will have:

19. Worked with the Ebbsfleet Garden City Trust to ensure the requisite resource and capabilities are in place to manage the Garden City's current and future community assets.
20. Supported our community board to take a greater role in the community activation of Ebbsfleet, through a review of their terms of reference, liaison with Ebbsfleet Garden City Trust and ongoing support.
21. Continued to support placemaking through the Community Development and Arts and Culture programmes with a particular focus on volunteering and capacity building, while responding to resident needs and fostering partnership opportunities.



Objective 5 — Operate as a high-performing development corporation— agile, value-adding - a benchmark for good practice in place delivery

By the end of March 2027 we will have:

22. Published our Corporate Plan for 2026-30 and refreshed our framework for delivery with refreshed and refocused economic baseline and strategy, including value proposition for Ebbsfleet Central.
23. Continued to monitor, measure, evaluate and report on our impact to support future workstreams, including through an annual residents satisfaction survey and social value.
24. Delivered the annual environmental programme covering the next set of projects to respond to the Environmental Sustainability Action Plan and review our corporate targets.
25. Continued to deliver a proactive and responsive planning service.
26. Delivered a communications campaign to showcase the local benefits enabled and delivered by EDC over the last ten years, with a focus on local and neighbouring residents, stakeholders and potential future investors.
27. Delivered improvement in our governance and control processes, enabling projects to deliver while gaining substantive assurance through our internal and external audit processes.
28. Ensured our Estate Assets, including our Office and Commercial properties, are proactively managed and maintained to support delivery of Corporation objectives



OUR KEY PERFORMANCE INDICATOR TARGETS

For the year 1 April 2026 to 31 March 2027 we have set the following annual key performance indicator (KPI) targets.

The KPIs are part of the suite of 11 KPIs included in our Corporate Performance Framework which will be set out in our Corporate Plan 2026-30.

KPI	Description	2026/27 Target
Housing Delivery	Number of new homes completed.	340
Quality of Homes and Neighbourhoods	Of the homes consented through reserved matters approval or full planning permission, percentage that have passed the Building for a Healthy Life assessment.	100%
Affordable Homes	Percentage of all new homes completed that meet the definition of 'Affordable' according to current planning regulations. <i>Note: the target for Ebbsfleet overall upon completion is 30%</i>	17%
Parks, Open Spaces and Recreation Areas	Amount of new or improved parks, open spaces and recreation areas completed during the year in the Ebbsfleet urban development area.	7 hectares
Investment in Social and Community Infrastructure	Value (£) of investment in social and community infrastructure in the financial year.	£38m <i>(Forecast split: Private sector: £32m, Public sector: £6m)</i> <i>Investment this year supports development of facilities in Whitecliffe including the Alkerden Hub, Cherry Orchard Primary School and the Education Campus, and facilities at Northfleet Embankment East including the Rosherville School and the Henley Building.</i>



KPI	Description	2026/27 Target
Sustainable transport investment	Value (£) of sustainable transport investment	£7m <i>(Forecast split: Private sector: £100,000, Public sector: £6.9m)</i> <i>Investment during the year supports development of the Fastrack Tunnels to Bluewater, the KCC electric bus fleet, bus stops, walking and cycling routes, and the Ebbsfleet Gateway project.</i>
Private sector investment	Value (£) of private sector investment	£118m
Employment Creation	Number of construction job opportunities enabled through investment in the Ebbsfleet urban development area	600
Community Participation	Community Sentiment Percentage (%) 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	80%
Community Participation	Community Involvement Percentage (%) 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	25%

Note: for 2026/27 we are not proposing targets for the following KPIs within EDC's 2026-2030 Corporate Performance Framework:

- **Diversification of Housing:** Number of homes completed that contribute to a more diversified housing mix
- **Investment in Commercial Development:** Value (£) of investment in commercial developments in the financial year
- **Employment Creation (Permanent):** Number of permanent job opportunities enabled through investment in the Ebbsfleet urban development area

OUR PEOPLE & BUDGETS

The Board

The EDC Board is Chaired by Dr David Prout CB.

The Board members and their current terms of office are set out below.

Name	Appointment End Date
Dr David Prout CB, Chair	22 September 2029
Simon Blanchflower CBE	19 September 2028
Cllr John Burden	14 April 2027
Neil Cameron KC	14 February 2027
Cllr Georgia Foster	Aligned with KCC councillor term
Peter Hawthorne	30 April 2030
Cllr Jeremy Kite MBE	20 April 2027
Elena Lokteva	30 April 2030
Valerie Owen OBE	19 July 2028
Nick Shattock	31 August 2026
Sara Waller (EDC CEO)	Permanent appointment as EDC CEO

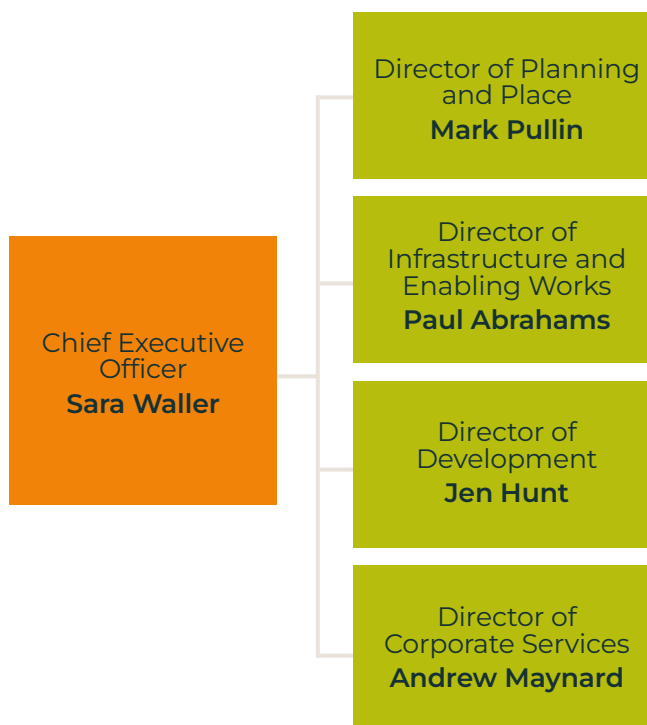
In addition, the Secretary of State has appointed Baerbel Schuett to the Board from 1 September 2026 for a four-year term ending on 31 August 2030.

EDC Leadership and Staffing

The Corporation is headed by the CEO and organised around four directorates as follows:

Most of the Corporation's work is cross-cutting, delivered through multi-disciplinary project teams drawn from across the organisation and supported by specialist suppliers and partner organisations.

The Corporation undertakes direct delivery of investment, primarily on its own land, and acts as a proactive Local Planning Authority, funder and enabler. In doing so, it brings together partners across the public, private and voluntary sectors, as well as community organisations, to deliver the vision.



2026/27 BUDGET SUMMARY

Capital Funding –

Our available capital funding to deliver the programme for the year is £24.1 million

This is funded by:

- MHCLG Capital Grants of £23.5 million
- Capital receipts of £0.6 million

Revenue Funding –

Our revenue budget for the year is £7.5 million

This is funded by:

- MHCLG allocation of £6.5 million
- EDC Revenue receipts of £1.0 million



RISK MANAGEMENT

A summary of EDC's top risks at May 2026 is as follows:

Strategic Risk	Key Mitigations
<i>Ebbsfleet Central does not move forward, resulting in material detriment to delivery of the overall Ebbsfleet vision.</i>	<ul style="list-style-type: none">• Engage early with investors to ensure that the opportunity is market facing given current conditions• Develop a market facing value proposition with targeted activation to test the proposition and demonstrate demand• Put in place the right capability and capacity to ensure the case for investment is brought forward in a timely fashion and is robust• Engage early with MHCLG and HMT to effectively communicate the importance and benefits of the project• Develop proposals that enable the scheme to be developed in phases, thereby mitigating overall project risk
<i>External agencies and other delivery partners are delayed in approval of investment and delivery, causing timelines in key projects to slip.</i>	<ul style="list-style-type: none">• Meet regularly with delivery partners and statutory bodies to enable early identification of delivery challenges and to escalate and resolve issues with the support of the Board and MHCLG where needed• Ensure partnership agreements and timelines are clear and well understood by all parties
<i>A continued market downturn leads to a reduction in planned private sector investment in Ebbsfleet and a reduction in the financial viability of existing projects.</i>	<ul style="list-style-type: none">• Commission research to better understand current market conditions scope and potential interventions that support delivery• Keep constant engagement with master developers and homebuilders to understand and solve issues arising
<i>A lack of funding certainty and route to viability in the long term impacts on our ability to deliver the required infrastructure and placemaking and to attract private sector investment.</i>	<ul style="list-style-type: none">• Engage positively with central government financial budgeting and resource allocation processes to ensure impacts of delays are effectively communicated and understood• Communicate to stakeholders the benefits being delivered and how these meet government priorities• Proactively manage the proposed investment programme to align with known Spending Review timetables and manage the teams' resources accordingly



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