EDC Board Meeting 8 July 2026

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Ebbsfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Performance Report
Paper Number: EDC 26/032
Presented By: Mark Pullin, Director of Planning & Place
Sub Committee: Audit & Risk Assurance Committee, Investment Panel & Planning Committee

Purpose of Paper and Executive Summary
This paper provides Board with an update on the key activities of the EDC since the last board meeting on 13 May 2026. The paper covers organisation matters, planning, community activities and direct development and infrastructure/enabling projects.

The Business Plan 2026/27 has now been published following approval by the board and MHCLG. There have been 82 completions and 94 starts during Q1 of the year including affordable housing and homes built for rent. Planning Committee approved 3 residential applications in May and a pre-application presentation will take place for the next phase of Ashmere this month. Housebuilders are reporting challenging sales rates with increases in build costs and labour.

The Ebbsfleet Living Paper is attached in Annex B which summarises community activity in the area since the last board. A key milestone was the opening of the Weldon Wellbeing Pavillion on 1st June and there are a range of events and initiatives taking place over the summer. A more detailed summary of the Inclusive Growth programmes is contained in the paper.

A project review has commenced that seeks to ensure public funding for the Ebbsfleet Central project is used to best effect to secure delivery, particularly in light of the presently challenging market and economic conditions. Other updates on development and infrastructure projects are also contained in the paper.

EDC Business Plan & KPIs
The matters covered in this paper are applicable to the delivery of most of the draft business plan priority actions and KPI targets.

Recommendation
FOR INFORMATION
Board is asked to **NOTE** the update.

Annexes
Annex A – Ebbsfleet Delivery Dashboard
Annex B – Ebbsfleet Living Report

Delegation
Not Applicable

Financial Impact
The investment programme reflects the capital and revenue requirements associated with the placemaking, development, infrastructure and enabling projects detailed in this report.

Legal Impact
Our retained legal advisors are engaged to provide advice where required on various EDC activities including planning and project delivery.

Equalities Impact
Public sector equality duty is considered in planning reports. All projects across placemaking, development, infrastructure and enabling consider equalities impacts on a project by project basis.

Stakeholders Impact
Stakeholder engagement takes place through the planning consultation process. Furthermore we are engaging extensively with stakeholders involved in all placemaking, 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. We provide regular updates to the MHCLG on the progress across Ebbsfleet.

1. CEO Statement

Overall progress and key areas of note for the Board

1.1 This month has seen the publication of our Business Plan for 2026/27. The Plan outlines our key activities for the year ahead including work on our next Corporate Plan which we intend to publish in March 2027. Work has already commenced at pace and I am pleased that we have made good progress over this period.

1.2 There are three areas of note that I would draw the Board's attention:

1.3 **Serious incident at Bamber Pit:** A tragic incident occurred on 27 May at Bamber Pit, Swanscombe (within EDC's land boundary), involving a 15 year old male. The incident took place during a period of exceptionally hot weather. This is a tragic incident and our condolences go out to the family and friends of the deceased, and all those affected in the local community and beyond. Board will discuss this later in Part I of the meeting.

1.4 **Opening of Wellbeing Pavillion:** In June we celebrated the opening of the Weldon Wellbeing Pavillion which was a significant milestone and delivers high quality sports focussed community space for residents. Take up and feedback from residents so far has been very positive.

1.5 **Progress on appointment of Ebbsfleet Central infrastructure contractor:** Following obtaining planning permission earlier in the year, we are pleased now to have reached a point where we have contractors shortlisted to build the first phase of works, which will comprise roads, utilities and a new station forecourt.

Working with our key partners

1.6 EDC can only deliver with the support and collaboration of many other organisations. This includes Kent County Council, Gravesham and Dartford Borough Councils, HS1, the Department for Transport, Bluewater/Land Securities the Government Property Agency and the NHS/Integrated Care Board.

1.7 Since starting, both our Chair and I have enjoyed meeting and discussing the opportunities and challenges of Ebbsfleet with most of these organisations, with meetings with the remainder expected over the next few months. It has been really pleasing that our vision and our aspirations are shared, and there is a real commitment to driving forward delivery in the interest of the community of Ebbsfleet and the network of towns in North Kent within which it sits.

1.8 In addition, I was pleased to be attend the All Party Parliamentary Group for the Thames Estuary's sub-committee on international rail, which was attended by the Minister of State for Rail, Lord Hendy of Richmond Hill CBE. It brought together a range of local stakeholders together with MPs to hear from the minister and discuss this important topic. It was very encouraging to hear the Minister's support for the return of International Rail to both Kent stations, Ebbsfleet and Ashford. We are pleased that representatives of both Virgin and Eurostar have accepted our invitation to visit Ebbsfleet so we are able to discuss in more detail the potential for a return of services to Ebbsfleet.

2. Organisation Update

Staffing and Appointments

2.1 A new Business Support Officer will be joining the Programme Management Office in July.

Corporate Matters

2.2 Cllr Thomas Mallon has been appointed by the Secretary of State to be the Kent County Council representative on the Planning Committee replacing Cllr Georgia Foster.

Housing Delivery

2.3 The Ebbsfleet Delivery Dashboard is attached in Annex A. So far this year we have seen 94 starts and 82 completions across Ebbsfleet. The starts have come from the Ashmere scheme at Western Cross and Stonehaven Park in Alkerden. The completions are from sites in Western Cross, Alkerden and Northfleet. There are now 5,401 homes within the urban development area.

2.4 The Alkerden Heights scheme being delivered by Bellway in the northern part of Alkerden is now complete (apart from planned homes on the marketing suite site) and so there are now 6 active sales sites. Over the next period we are expecting the Chartway development in Alkerden to complete with further completions at Cable Wharf being delivered by Keepmoat.

3. Planning

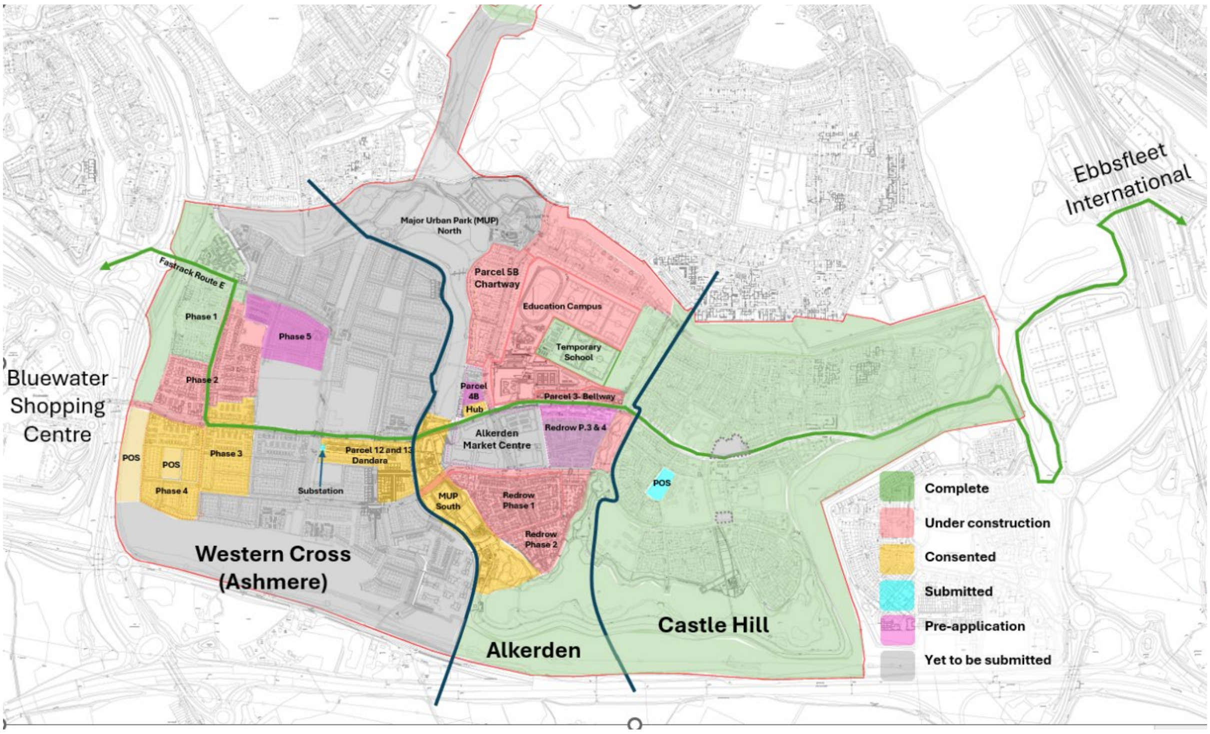
3.1 Planning Committee in May represented key moment of progress with 3 applications being approved totalling over 200 homes. The decisions made mean that the final residential approvals are in place at Harbour Village and therefore future residential phases to come forward will be at Alkerden, Western Cross and Ebbsfleet Central. Pre-application discussions are underway for phases in Alkerden and Ashmere totalling nearly 400 homes. Significant work continues in monitoring the delivery of development and ensuring compliance with approvals and we are liaising with ward councillors in some areas.

3.2 The key updates on the various developments and site are outlined in the table below.

Development Site	Key Updates	Scheme Content
Ebbsfleet Central	• A second non-material amendment has been submitted to enable the inclusion of International Way (west) highway works as advanced infrastructure.	Mixed use scheme for the town centre of Ebbsfleet consisting of homes, flexible commercial and

	• Planning condition discharge applications for the Site Wide Operational Waste Management Strategy and the Heritage Management Plan have been submitted. • Pre-application discussions have continued in respect of range of site wide strategies.	business and space including retail, health, hotel and education.
Northfleet Embankment West (Harbour Village)	• The full application at Abacus Corner and the reserved matters application for Phase 3B was approved by Planning Committee in May. • Full application for a small light industrial workshop at Factory Road has been approved which will enable the Abacus Corner scheme (above). • A Deed of Variation to the s106 is under consideration to introduce Discounted Market Sale Units as a form of affordable housing on Phase 3a.	Residential led scheme consisting of up to 635 homes together with community buildings, riverfront promenade, open space and Fastrack infrastructure.
Northfleet Embankment East (Cable Wharf)	• The final planning conditions are under consideration for the new Rosherville Primary School in advance of its planned opening in September. • Planning permission has been granted for alterations to the former modular housing factory to facilitate use of the building for logistics/distribution purposes.	Residential led scheme of 602 homes, 2 retail units, a 2 form entry primary school, new riverfront promenade and open space.
Weldon	• Weldon Wellbeing Pavilion opened in June, which delivered various infrastructure required by planning obligations • Landscape audit issues remain outstanding, and a site walk with officers and ward councillors is taking place on 29th June, ahead of formal enforcement action being taken to seek compliance by Redrow.	Largely completed development of 911 homes with 2 form entry primary school, open space, community spaces and a shop, pub and hotel.
Swanscombe Peninsula	• Discussions are continuing with the Port of London Authority (PLA) for their retrospective application for an access road within the Swanscombe Peninsula SSSI. The PLA will be carrying out further work to address concerns raised by ecological consultees.	This update relates to a small planning application we are considering for a road. There are no large scale proposals for the area.
Manor Way Business Park	• An extension of time has now been agreed, alongside a timetable for the submission of further information.	This update relates to one application which proposes approximately 9000m2 of floorspace for general industrial and storage/distribution use.
Eastern Quarry	• Western Cross Parcel 12 and 13 – Reserved matters application for 143	Mixed use development of up to 6,250 homes, a secondary

	homes approved at Planning Committee in May. • Alkerden South – Redrow have engaged with the EDC to progress discussions starting in July for their final Phases 3 and 4 in Alkerden South for approximately 128 homes.	school, 3 primary schools, community spaces, shops, leisure facilities and open spaces.



Planning Committee Update

3.3 Planning Committee members met in May to consider three applications. The first two items on the agenda were submitted by Bellway for their development at Harbour Village. The Abacus Corner scheme will be an extension to the existing Harbour Village development and consist of 68 homes and a section of Fastrack. Phase 3B of the Harbour Village development is the final phase of the scheme to be taken through planning. The third application considered by the Committee was a reserved matters submission made by Dandara for Parcels 12 and 13 in Western Cross. All applications were approved.

3.4 This month the Committee will receive an informal pre-application presentation from Vistry/Clarion on the fifth phase of Ashmere at Western Cross. In September the Committee will meet for the annual training/briefing day which provides an opportunity to reflect on the meetings, discuss recurring issues or areas of debate and visit some of the completed development.

3.5 The government has published details of the planned National Scheme of Delegation. Whilst the national scheme will not apply to development corporations we will be reviewing our current scheme to seek greater alignment with it.

Gravesham Borough Council Local Plan

3.6 Gravesham Borough Council (GBC) opened a consultation on its Proposed Submission Draft (Regulation 19) Local Plan on 17th April 2026. The consultation period has now been extended and will close on 31st July 2026.

4. Ebbsfleet Living

4.1 The Ebbsfleet Living Report is attached in Annex B and it provides an overview of the various activities and initiatives run by the community, EDC or partners since the last board.

Inclusive Growth Programmes

4.2 A key element of activity in the last few years has been the education outreach and employability programmes that EDC has commissioned or provided match funding for.

- Education outreach: With an aging workforce, skills shortage and increasing demand for professionals in the construction sector, EDC's education outreach programmes are designed to develop a talent pipeline of students leaving education and wishing to enter the sector. The benefits of the education programme therefore will be realised on a much longer-term basis.

- Employability programmes: Participants on the programmes have progressed into work. Benefits of doing so include economic benefits from being in work and not claiming state support, plus the social, community and personal wellbeing benefits of working.

4.3 These programmes have run since January 2022 and the table below summarises the outputs seen up until 31st March 2026.

Programme	Outputs January 2022 – March 2026
Education Outreach – Careers programme through Construction Youth Trust.	9,861 students across 14 schools
Education Outreach – Building Future Skills programme through Construction Youth Trust (sixth form).	111 students across 6 schools (9,972 students in total when combined with wider programmes).
Ebbsfleet Central design workshops in schools.	6 workshops in 5 schools were delivered to 785 students in the July 2025 - March 2026 period
Employability programmes .	133 candidates started. 122 completed (92%). 97 achieved CSCS card. 60 progressed straight into employment (45%) plus 5 into education or further training (49%).

4.3 During 2025/26 we also funded or hosted additional activity under the 'education outreach' workstream.

- During summer 2025 EDC hosted 2 university students for a 12 week paid internship each.
- EDC hosted a group of trades students from Ashford College at The Observatory to gain insight to a major regeneration project and career opportunities.
- EDC funded the Young Mambos Careers Service which engaged a total of over 290 young people from January 25 to March 26 from 11 institutions.
- EDC hosted a day of learning for local secondary and further education teachers during a 'Teacher Encounters Day' with the K&M Careers Hub. EDC staff from a variety of disciplined spoke about the skills needed in the sector.
- EDC student engagement within schools: 267 EDC staff hours supporting over 5,000 students at 20 schools through careers fairs, assemblies, workshops and design projects.
- EDC hosted work experience for 2 students for a week each, plus 1 for 2 days, during the period and arranged for another 14x year 12s to gain work experience with the various Ebbsfleet Central suppliers at their offices in London.
- EDC arranged 2 group visits to EDC's supplier offices: Cushman & Wakefield (10 students, 5 schools) for International Women's Day – built environment careers day; and Gowlings (15 students, 8 schools) for a Law taster day.
- Arcadis hosted a taster day with 14 students from 9 schools attending the Observatory for a management consultancy day.

4.4 During 2025/26 we also provided support to apprentices and apprenticeships:

- EDC funded the 5th North Kent Apprentice Event which attracted 38 employers and training providers and 1000 visitors in February 2026. This event was conceived by EDC in partnership with the Education People and the Kent & Medway Careers Hub.
- EDC continued to promote apprenticeships as a career pathway through this event and through talks and workshops within schools and through the Young Mambos Careers Service also.

4.5 In 2025/26 EDC partnered and co-funded a report with Dartford Borough Council to ascertain construction skills required and the training available locally, identifying any gaps. This report was launched to key stakeholders in April 2026 to inform how EDC may intervene with employability programmes in the next period. This will create long-term benefits for local people by increasing skills to match the employer requirements for jobs in construction.

5. <u>Development</u>

Ebbsfleet Central

5.1 Following the grant of outline planning permission in March work has been continuing this month on the Site Wide Strategies, Area Masterplan and Area Design Code.

5.2 Following Board direction, a project review has commenced that seeks to ensure public funding for the project is used to best effect to secure delivery, particularly in light of the presently challenging market and economic conditions. The project review will follow a hybrid approach seeking to accelerate the delivery of road, utility and station forecourt works which are considered essential early infrastructure, whilst simultaneously working with external stakeholders to revisit assumptions around the need for, and timing of, other strategic infrastructure. The project review is due to conclude in early 2027.

5.3 The Invitation to Participate (ITP) stage of the contractor procurement for the Phase 1 infrastructure works is complete with the outcome informed to all bidders on 9 June 2026. This is the first of a two-stage process with the Invitation to Tender (ITT) stage for Lot 1, relating to roads, utilities and station forecourts works, due to commence in late June. Lot 2 of the ITT, relating to buildings and structures works, is on hold pending the outcome of the project review.

Northfleet Embankment East

5.4 All work to establish a comprehensive understanding of the ground conditions at the site has now completed. Following a full review of the project at EDC Board in May 2026, the project will now be paused and no further development work will be undertaken on this project at this time.

Weldon Community Buildings

5.5 Construction works for the Weldon Wellbeing Pavillion were completed in early May and Ebbsfleet Garden City Trust have granted a lease to Freedom Leisure. The new facility opened for community use on 1 June 2026 with a community event.

6. <u>Infrastructure and Enabling Projects</u>

Springhead Bridge

6.1 The final reports and technical information relating to the bridge structure have been shared with KCC Structures and we are awaiting final responses, Subject to final agreement they will issue the Certificate of Construction Compliance to EDC, enabling Section 38 sign-off and adoption of Springhead Bridge.

Electricity Supply Infrastructure

6.2 Construction of the Northfleet Embankment Primary Substation is complete, with the exception of the final section of perimeter fencing. A design and recommendation for stabilising a small area of the adjacent flint wall, following an independent structural survey, is complete and awaiting UKPN Board approval.

6.3 Design work for steel work for the main 33kV and 11kV cable routes associated with the culvert, both beneath and adjacent to the HS1 rail line, is progressing well. Engagement with the Department for Transport and London St Pancras High Speed regarding consents continues.

6.4 The archaeological assessment for the proposed Ebbsfleet Central primary substation site is complete, and UKPN have issued the final report to KCC for comment. The next stage, following KCC's review, is to submit this to EDC ahead of the planning application.

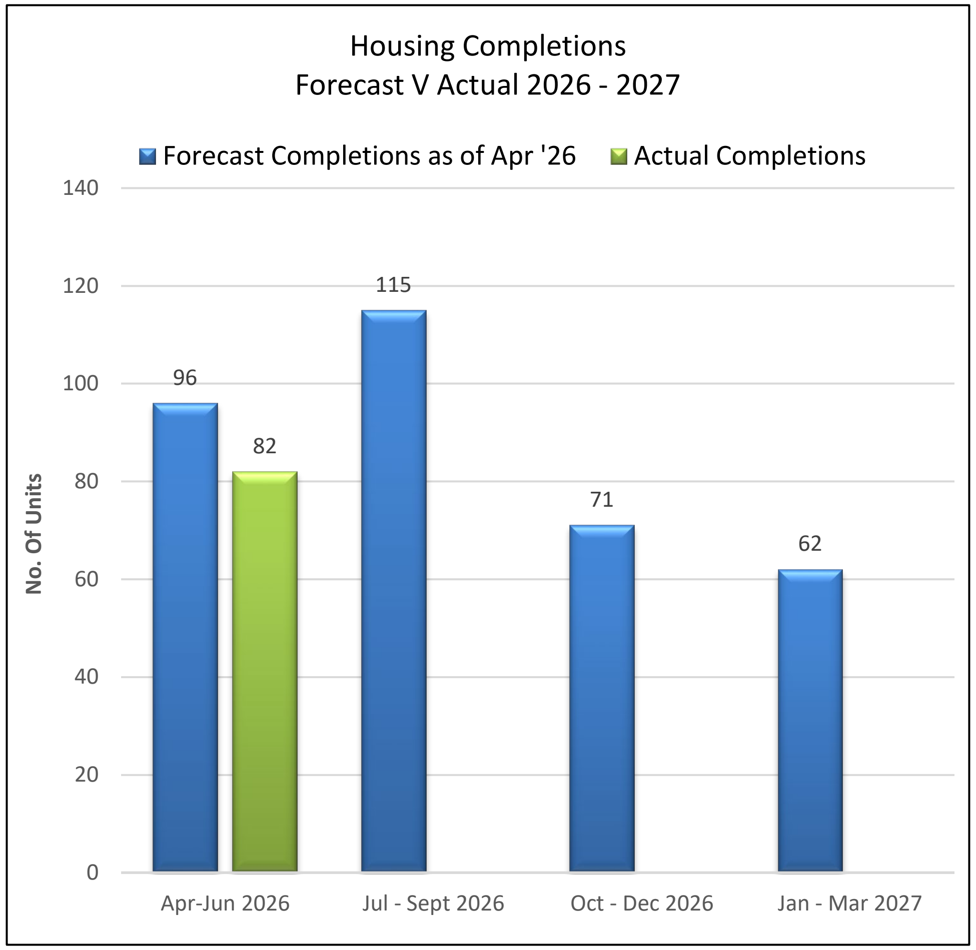
Fastrack - Bean Tunnel

6.5 Consultation between KCC, EDC and Bluewater continues regarding the conclusion of the Consolidated Agreement. KCC Capital Projects are awaiting discharge of the BNG condition and registration of BNG units with Natural England, which has caused a slight delay to their planned commencement. Vegetation clearance works are currently under review with the principal contractor.

7. Recommendation

7.1 Board is asked to note the update.

ANNEX A
EBBSFLEET DELIVERY DASHBOARD – 08 JULY 2026

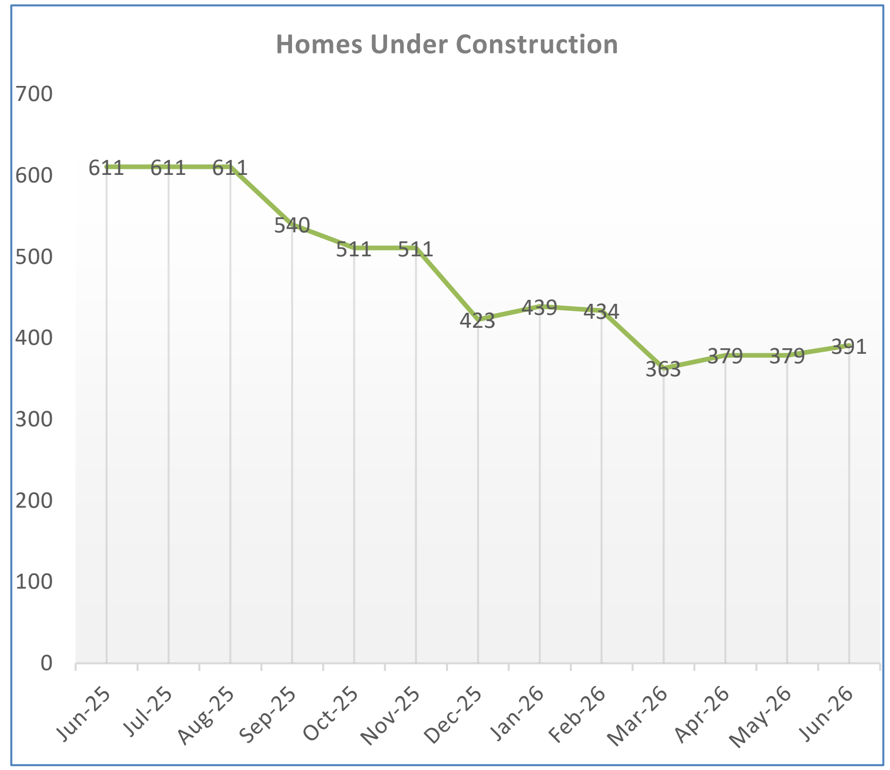


Completed Homes Per Site

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	90%	201
Ashmere	493	13%	145
Alkerden	475	32%	154
Lawn Road	7	100%	0
Harbour Village	206	36%	74
Totals	5,319		1,628

Ebbsfleet Housing Numbers

Detailed Planning Consent
6,717
Housing Completions
5,401
Affordable Homes Completed
1,628
EDC 2026/27 Business Plan Target
Completions – 340



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	Amber	(Increasing Risk)
Submission of Valid Applications and Revised Plans	Amber	(Increasing Risk)
Delays in consultation responses	Amber	(Increasing Risk)
Supply of Labour on Site	Green	(No Change)

HOUSING STARTS AND COMPLETIONS

YEAR	STARTS	COMPLETIONS	BUSINESS PLAN TARGET
2014-2020	2607	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	209	475	565
2026-2027	94	82	340
Total	**5,792**	**5,401**	

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) Hair/Beauty Salon (Castle Hill)
Community Space	Eastgate Centre Castle Hill Community Centre Weldon Heart Community Centre Weldon Wellbeing Pavillion
Office & Employment Space	Redrow Regional Office Building Former Housing Factory

Ebbsfleet Living – July 2026

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 Following approval of Placemaking budgets by EDC Board in the March meeting, the focus during the reporting period has been the detailed development of programmes for 2026/27, with some planned to extend to 2029, reflecting EDC Business Plan priorities. The three-year funding settlement has enabled the Placemaking Team to build strategic programmes for Community Development, Inclusive Growth, and Arts and Culture which provide stability for community and voluntary groups and will enable us to work with them towards real sustainability, through capacity building. Learnings and feedback from previous events, initiatives, and programmes have been incorporated into commissioning briefs which are currently in procurement. The future programmes will begin delivery from July onwards – see section 6 (Forward Look) for further details.

2.2 Trustees from Ebbsfleet Garden City Trust had a tour of Ebbsfleet on 19th June facilitated by EDC Design and Placemaking Teams. The tour helped to set out the future challenges of stewardship across Ebbsfleet and Northfleet sites within the Corporations Urban Development Area. A highlight of the tour was a visit to see the recently opened Springhead Allotments and Community Garden.

2.3 The Ebbsfleet Community Fund Panel met on 10th June to review nine applications. Seven bids were approved providing a range of activities from bingo and football in Northfleet, to outdoor cinema in Weldon. Approved applications also supported members of the Ebbsfleet Desing Group and the Ebbsfleet Community Board to deliver activities independently in their areas.

2.4 The official launch of the Weldon Wellbeing Pavillion on 1st June, together with the opening of the Weldon Heart building in April, has marked a turning point for the residents of Ebbsfleet, opening opportunities for a wider programme of events and activities to be delivered in the garden city. The Pavillion has opened opportunities for activities with a greater sports and physical activity focus to be trailed.

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

3.1 The official launch of Weldon Pavilion on 1st June was a great opportunity for the community to come together to celebrate the opportunities which our best practice approach to community infrastructure will bring. The event organised by Freedom Leisure included tours of the new spaces and facilities alongside a ribbon cutting. Children from Ebbsfleet Green Primary School took part in a football coaching session and stakeholders and partners from across Dartford and Gravesham joined staff from EGCT, EDC and local councillors in opening the new venue.

3.2 Ebbsfleet Green Primary School ran a project called ‘Ebbsfleet Visions’ to collect stories of local life in Ebbsfleet. The collection of pieces created and submitted included art work, photography, poetry and a recorded rap by students at the school. All local residents were invited to submit their contributioons which culminated in an exhibition held on the 5th and 7th June. A ‘photography pop up’ session was also held on the 16th May with two local photographers who volunteered their services to give advice and tips to residents on capturing quality images for the project.

3.3 Ebbsfleet Markets continue their trial monthly food market, having hosted events on 16th May and 20th June. These events have been running since March in Castle Hill, led by Kent Food Hubs CIC. The initiative, initially funded as a pilot by EDC proved to be so successful with residents and traders that Kent Food Hubs CIC have continued to trial the event themselves at their own cost. They have also employed a local resident into the position of Market Manager to oversee logistics and operations at the event. The events aim to bring forward a concept developed through the Ebbsfleet Resident Connectedness project, to deliver a regular market as a practical way to encourage greater social interaction and community cohesion. The market concept was centred on creating a vibrant, inclusive space where residents could come together through a combination of entertainment, food, and opportunities to showcase local talent and enterprise. Each event has featured approximately 40 stalls, representing a diverse mix of locally grown produce, plants and flowers, freshly prepared foods, handmade arts and crafts, and local charities promoting their services. This variety contributed to a strong sense of place and highlighted the breadth of local businesses and organisations. EDC will now procure a partner to help us to support a sustainable approach to ensure that the markets can continue with the aim of becoming financially self-sustaining over a 2-year period. This is a very exciting development for the vibrancy of Ebbsfleet and if successful could alternate across neighbourhoods as each develops supporting infrastructure.

3.5 Work with Applause Rural Touring, a Kent based arts charity, continues and they have been working with the operator of Weldon Heart supporting her to programme events. The first ticketed show, a family interactive performance was hosted on 30th May with the event being sold out and 75 tickets sold. Applause will continue to work with Weldon Heart this year to pilot other types of programming for the community.

3.6 Springhead Park Primary School Fete was held on the 6th June. The event was a celebration of football and included stalls, food and drink and was organised by parent and carer volunteers through the ‘Friends of Springhead Park Primary’ group. EDC supported the event by funding a facepainter, which was enjoyed by all.

3.7 Over the period 7th – 24th May the Ebbsfleet Baptist Church held a ‘week of giving’ through which they invited ted the community to join them, through a fun activities. Events included; a ‘toddle challenge’ during the Friday coffee morning; a bake sale after the Park Run with lots of contributions of bakes from local friends; and on the Sunday they held an ‘Ebbsfleet Challenge’ for anyone to join them in a cycle, walk or run around the Whitecliffe Lake. Through the events and sponsorship over £2370 was raised which will enable the church to continue to deliver community activities for free.

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

4.1 EDC hosted year 10s on a pilot modern work experience week for Stone Lodge School in May. The programme focused on Garden City principles and designing community facilities. The pilot tested the approach for a potential rollout with other schools later in the year and aligns with the ‘Let’s Make It Work’ campaign from the Kent & Medway Careers Hub. The campaign was run in conjunction with the Cornerstone Employers Group. EDC supported the launch of the Kent & Medway Careers Hub ‘Let’s make it work’ campaign using the project with Stone Lodge School, as a good practice example.

4.2 EDC has continued its contract with Locality to deliver a Volunteering Programme to help address the issue of low volunteering in Ebbsfleet, as highlighted in successive Resident Satisfaction Surveys. For 2026/27 Locality will be working in partnership with Involve Kent to engage with residents in Ebbsfleet and the surrounding neighbourhoods and to building capacity to support the local VCSE sector. The work programme for the year is currently being shaped and activities will begin in July.

4.3 The ‘Get Active in Ebbsfleet’ challenge on the BetterPoints app came to an end on the 31st March after 8 successful years and we have now received the overall stats for that period. The challenge aimed to increase levels of physical activity and active travel has support EDC’s wider objectives around sustainability and promoting healthy, active lifestyles. Since the beginning of the challenge, open to all residents in Dartford, Gravesham and Swanley, we have reached 4,106 members who have collectively:

- 🌎 Travelled over 2 million miles actively
- 🚴 Recorded over 2.7 million sustainable journeys
- 🚶 Burnt off over 250 million calories
- 🤩 59% of activities replaced a car journey.

4.4 EDC continues to attend the Bluewater Community Forum which acts as a networking space for the Voluntary and Community sector across Dartford and surrounding areas. This month, we promoted Match My Project and made contacts with a number of organisations aiming to recruit volunteers who will benefit from the Volunteering Programme.

4.5 Whitecliffe Lake Parkrun continues to run each week with continued success. The event has now had 4,136 finishers across the 32 events since it began in October and has been supported by an incredible 270 volunteers and visited by 378 groups.

4.6 The EDC funded Career Service delivered by Northfleet based CIC Young Mambo's has completed during which 90 young people attended at least one of their 12 careers sessions across the September 2025 – April 2026 period. Young people who were supported were from a range of education establishments, from schools to universities and aged 11 – 21 years. With additional support from Lower Thames Crossing, they were also able to facilitate an in-person session for 4 young people at the LTC training facility in Gravesend.

4.7 An example of a young person supported by Young Mambo's included a local person who had recently graduated from the University of Nottingham who received tailored support in CV development, interview preparation and employability coaching, resulting in successful employment with the Erith Group in St Paul's, London. The young person and their parent, both residents, expressed their thanks for the ongoing support and positive outcomes achieved.

4.8 The Careers service is a great example of how EDC funding as approved by EDC Board in their March meeting will enable a further programme to run from September 2026, and in turn support Young Mambos to grow as a successful local business. Through EDC's Inclusive Growth funding we will also develop a refreshed Education Outreach programme with 3 targeted local secondary schools. EDC are also working collaboratively with Dartford BC to explore how our investment in an Education Outreach programme can be used to lever additional funding from the council to expand the reach of our Employability programme for next year to include older residents into work.

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

5.1 EDC hosted two Welcome Events on the 15th and 16th May in Ebbsfleet Cross and Cable Wharf. The Welcome Events serve as opportunities for residents new to the area, and those who have lived here for some time, to meet EDC staff and their own neighbours. EDC provide signposting advice and information around opportunities to get involved in the community, updates on development plans and activities and events that are happening locally. Both events included refreshments provided by a locally owned small business and local children's entertainer and face painter. Families could also take part in a planting activity of herb and vegetable seeds to take home and grow. Attendance at both events was good and it was particularly encouraging to hear positive feedback from residents on the new community and sports facilities that are opening.

5.2 EDC has continued to work with national charity Youth Leads UK to develop a ‘Youth Opportunities and Delivery 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. Phase 1, which focused on research, engagement and gap analysis, including stakeholder engagement with schools, local authorities and voluntary sector partners is now complete. This phase aimed to understand current delivery, review of duplication and unmet need gathered feedback from almost 400 young people and many local youth related organisations to form the evidence base. Phase 2 of this work is now underway and will provide clear, strategic recommendations to inform potential future investment and delivery planning. A launch event is planned for early Autumn to present the plan to stakeholders and convene partners to respond to its recommendations.

5.3 During the reporting period, EDC continued to deliver monthly community drop-in sessions, 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 May drop-in session was held at the Observatory and the June session was held in collaboration with Ebbsfleet Green Primary School at their ‘Welcome to Reception’ event. EDC attended alongside representatives from the school PTA, Kent County Council libraries and community representatives. Drop-ins help to raise awareness of our work, improve transparency, and maintain regular, face-to-face engagement between EDC and our communities. This period, residents were interested to find out about local employment opportunities, there were various queries around transport improvements and changes and questions around funding that is available for new community activities.

5.4 Community Organisers were commissioned in 2025/26 to deliver a pilot programme of Community Development training to support residents to develop practical skills, build their confidence, and better understand how they can play an active role in their neighbourhoods. The organisation ran several additional sessions on the 28th April for Community Board, 20th May for residents who had requested a follow up session to share ideas for action and then the 3rd June for a smaller group of residents who wanted to progress an idea around gathering the community around food and cookery. Whilst the number of attendees was not as high as anticipated – again reflecting the challenge of recruiting volunteers locally – feedback from those that attended was extremely positive and the contract has been extended for 2026/27.

6. Forward Look

6.1 Planning for the next Ebbsfleet Outdoor Cinema Event are falling into place to include greater community involvement in this resident-led event. The cinema this year will be hosted over two sites (Weldon and Platinum Jubilee Park) on 30th August, enabling it to reach event more of the community.

6.2 A further series of the Ebbsfleet Community Development Training Programme is currently being shaped. Being developed in conjunction with the Ebbsfleet Community Board the programme will include a campaign around encouraging residents to take part in 'small acts of kindness' to build community sentiment, local assemblies or a 'Street Champion' programme to encourage residents to take ownership for Community Organising on a hyper local level. Whichever option is selected by the Community will involve 4-6 training sessions for volunteers to enable them to lead the initiatives. Community Organisers will deliver this training and associated support to volunteers.

6.3 The Ebbsfleet Writing for Wellbeing programme, funded by EDC and delivered by Hope on Prescription CIC, concluded at the end of March. The eight-week creative wellbeing programme was co-delivered by an experienced lead facilitator and a newly trained resident. Referrals were supported through social prescribing networks and local partners. Feedback from participants has been overwhelmingly positive, with many expressing a strong desire for the programme to continue. The programme was successful at attracting residents from both Ebbsfleet and surrounding neighbourhoods, and provided a safe space for residents experiencing isolation, low confidence or emotional stress. Every session was busy with some residents returning each week. The Placemaking team have supported Hope on Prescription with an Arts Council Funding application which has been successful, alongside match funding from several other organisations and bodies. EDC plans to provide additional match funding to this programme which would enable a wide-scale programme across Dartford culminating in a poetry and creative writing Festival towards the end of the summer and creative writing workshops throughout the year.

6.4 EDC are developing a brief for a Cycling Development Programme for 2026. The programme will look to engage local schools in improving cycling skills and confidence as well as several 'Big Bike Days' that will include guided rides and cycling skills and confidence sessions for adults and children. We have recently been successful again with securing funding from Cycling UK which will enable us to run a series of cycle maintenance and repair sessions at events and as part of the wider Cycling Development programme 'Big Bike Days' throughout the year.

6.5 Ebbsfleet Green Primary School will be holding a Summer Fair on the 27th June to raise funds for the school. The event will include stalls, activities for children, food and drink and a raffle and will be supported by EDC with a cycling maintenance and repair session.

6.6 EDC have funded 3 fixed litter picking stations for Ebbsfleet Green Primary School, Springhead Park Primary School and Leigh Cherry Orchard Primary School and an additional mobile litter picking station which will be positioned outside Weldon Heart. The initiative aims to encourage students and residents to take civic pride and collective responsibility in the local area as well as improving the parks and landscaped areas for wildlife and biodiversity. Ebbsfleet Green have recently run their first 'Community Clean up' on the 16th June which is planned to become a regular event and will make good use of the litter picking station.

6.7 EDC have agreed funding for the Ebbsfleet Health Alliance, a local community group to deliver a three-year programme of health and wellbeing workshops and annual festival. The funding, alongside capacity building support will enable the group to become self-sustaining as an initiative to ensure that activities can continue and grow in the long term. This initiative is an excellent example of how the EDC is working with local residents to catalyse activities and programmes that respond to local interest and need.

6.8 Over the summer the Ebbsfleet Baptist Church plan to hold a series of coffee shop craft sessions in the Blue Bean and their weekly Ebbsfleet Coffee mornings will be held in the park rather than the community centre. Health walks and Ebbsfleet Community Runners will also continue to meet during the summer.

6.9 'Our Ebbsfleet', an idea that developed as a concept from the Resident Connectedness project will launch on the 10th July. The website, designed, populated and managed by local resident volunteers provides a space where residents can find out about or promote:

- What is happening locally
- How to get involved in your community
- As well as information on local facilities and services.

Ebbsfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Governance Report
Paper Number: EDC 026/033
Presented By: Andrew Maynard, Director of Corporate Services
Sub Committee: Not Applicable

Purpose of Paper and Executive Summary
To provide the Board with a report concerning three matters of EDC governance; appointments to Board committees and other Board roles following the recent appointment of three new Non-Executive Directors, an update to the Corporation's Scheme of Delegations and Standing Financial Instructions (SFIs) following the recent annual review of the delegation framework and review by the ARAC, and reporting to the Board on the results of the 2026 Board Effectiveness Review.

EDC Business Plan & KPIs
The structure of Board committees and the SFIs and Scheme of Delegations support the Board and Executive to deliver the annual Business Plan, key actions and KPIs.

Recommendation
FOR DECISION
The Board is asked to:
- **APPROVE** the appointments to the Board Committees and other Board roles set out in this paper; and
- **APPROVE** the updated Scheme of Delegations / Standing Financial Instructions.

The Board is also asked to **NOTE** the 2026 Board Effectiveness Review report and the action plan that has been developed in response to it.

Annexes
Annex A - Summary of Board Committees and Roles from 8 July 2026
Annex B - Summary of Board Roles (Board Champions / Functional Standard Leads)
Annex C - Updated Scheme of Delegations
Annex D - Updated Standing Financial Instructions
Annex E – 2026 Board Effectiveness Review Report
Annex F – Board Effectiveness Review Action Plan

Delegation
The Scheme of Delegation sets out the delegations framework for the Corporation. The Scheme and also the SFIs have been reviewed by the Audit and Risk Assurance Committee on 29 June 2026.

Financial Impact
Not Applicable.

Legal Impact
This paper concerns the Corporation's corporate governance framework.

Equalities Impact
Not Applicable.

Stakeholders Impact
Not Applicable.

Sponsor Impact
MHCLG as EDC's sponsor has an interest in the Board committees structure, the Scheme of Delegations/SFIs that are in operation and also the findings of the Board Effectiveness Review.

Board Committees and Roles

1. Introduction

1.1. There are four Board Committees established in EDC's governance structure to assist the Board to discharge its duties – the Audit & Risk Assurance Committee (ARAC), Planning Committee, Investment Panel and Remuneration Committee.

1.2. The Board agrees Board member appointments to Committee Chair and Committee Member roles. The Board also nominates up to two EDC members to the Board of the Ebbsfleet Garden City Trust.

1.3. The Board has also previously agreed four Board 'Champion' roles and three Functional Standards lead roles:

- The roles of Whistleblowing Champion, HR Champion, Health & Safety Champion and Public Sector Equality Duty Champion provide Board level oversight for these four areas.
- The Gov't Functional Standard lead roles have previously been agreed by Board for the areas of Security, Counter Fraud and Debt; each of these three Standards - which MHCLG requires EDC to have regard to - require the nomination of a lead Board member. There are further details on Government Functional Standards here: Functional Standards - GOV.UK

1.4. Following the recent changes to the composition of the Board, with two new NEDs (Peter Hawthorne and Elena Lokteva) joining the Board on 1 May and a further new NED (Baerbel Schuett) joining on 1 September when Nick Shattock's term ends, this paper sets out the proposed Committee Chair and memberships and also the other Board roles. This includes reappointments and new appointments. The recommendations are set out in this paper and are summarised at **Annex A**.

1.5. This paper also provides a summary of the Champion and Functional Standard Lead role expectations for the Board to note at **Annex B**.

Recommendations

1.6. Board Sub-Committees

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

- Nick Shattock (Interim Chair) – to continue as Interim Chair until 31 August 2026
- Elena Lokteva – to continue as a member of the ARAC, and to become Chair of the ARAC on 1 September 2026
- Simon Blanchflower CBE – to continue as a member of the ARAC
- Baerbel Schuett – to become a member of the ARAC on 1 September 2026
  Note: *The Audit and Risk Assurance Terms of Reference state that members can be appointed for periods of up to 3 years which can then be extended*

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

- Neil Cameron KC (Chair) – to continue as Chair of the Planning Committee
- Valerie Owen OBE – to continue as Vice-Chair of the Planning Committee
- Elena Lokteva – to become a member of the Planning Committee from 8 July 2026
  Note: *The Planning Committee includes up to three EDC Board members, members nominated from the Local Authorities and Independent members*

That the Board appoints the following members to the Investment Panel

- Simon Blanchflower CBE (Chair) – to continue as Chair of the Investment Panel
- Cllr John Burden – to continue as a member of the Investment Panel
- David Prout CB – to continue as a member of the Investment Panel
- Nick Shattock – to continue as a member of the Investment Panel until 31 August 2026
- Peter Hawthorne – to become a member of the Investment Panel from 8 July 2026
- Baerbel Schuett – to become a member of the Investment Panel on 1 September 2026

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

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

1.7. Other Appointments

That the Board nominated the following to the Board of the Ebbsfleet Garden City Trust (EGCT)

- Valerie Owen OBE – to continue as EDC nominee to the EGCT Board
- Peter Hawthorne – to become a nominee of EDC to the EGCT Board from 8 July 2026

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

• Whistleblowing Champion:	Neil Cameron KC (continuing)
• HR Champion:	Neil Cameron KC (continuing)
• Health & Safety Champion:	Nick Shattock (continuing until 31 August 2026) David Prout CB (new appointment from 1 Sept 2026
• Public Sector Equality Duty Champion:	David Prout CB (continuing)
• Functional Standard - Security:	Simon Blanchflower CBE (continuing)
• Functional Standard - Counter Fraud:	Nick Shattock (continuing until 31 August 2026) Elena Lokteva (new appointment from 1 Sept 2026)
• Functional Standard - Debt:	Nick Shattock (continuing until 31 August 2026) Elena Lokteva (new appointment from 1 Sept 2026)

2. Board Roles

2.1. Attached at **Annex B** is a summary of each of the Board roles – the four Board Champions and three Functional Standard Leads.

2.2. This summary is provided for information and there will be more detailed discussions with each of the Champions and Leads as required.

Scheme of Delegations and Standing Financial Instructions (SFIs)

3. Annual Review of the Scheme of Delegations and SFIs

3.1. EDC's Scheme of Delegation and Standing Financial Instructions (SFIs) form a key part of the Corporation's governance framework. Both documents were last formally reviewed and approved by the Board in 2025.

3.2. Following the change in personnel in the key roles of the Director of Corporate Services and CEO, and following discussions with directors and wider staff, it was agreed that in order to act with more agility, ensure accountability and improve the quality of decision making through the Corporation, more delegation in certain areas was needed. Updated versions of both documents have been prepared with this intent in mind - to empower colleagues while ensuring an appropriate level of control remains.

3.3. The updated Scheme of Delegation and Standing Financial Instructions represent a proportionate and considered refresh of EDC's financial governance framework. The key changes to delegation limits reflect the Corporation's operational maturity and the practical requirements of managing an active development programme. The introduction of formal contract signing and modification delegations for the Director of Corporate Services, and the increased purchase order limits for Heads of service, will improve operational efficiency whilst remaining within appropriate governance controls.

3.4. Both documents have been reviewed to ensure alignment with each other and with the wider governance framework, including the Framework Document, HM Treasury's Managing Public Money and relevant Government functional standards.

3.5. The updated versions are attached at **Annex C** (Scheme of Delegation) and **Annex D** (Standing Financial Instructions).

3.6. Both documents were reviewed by the ARAC on 29 June 2026 and are now presented to the Board for approval. If approved the documents will be adopted with immediate effect.

3.7. The key changes to the Scheme of Delegation are set out in Table 1

Table 1 Key Changes to Scheme of Delegation (all values inclusive of VAT)

Area / Aspect	Role	Current Limit	Proposed Limit	Rationale for Change
CDEL Project Budget Approval	CEO	£0	£500,000	Enables greater ability for CEO and Management to assign budgets for smaller scale Capital Projects- currently all Capital Project Budget approval has to go to Board which slows down progress.
Purchase Order Approval	Heads of Department	£40,000	£50,000	Enables greater agility and accountability for projects across senior members of staff
Purchase Order Approval- Ebbsfleet Central	Head of Development, Ebbsfleet Central	£40,000	£100,000	Ebbsfleet Central is a large (c. 60%) part of the overall Investment Programme and contracts are generally higher and more numerous; this gives the Head of Project a higher limit of PO approval to reflect the size of project
RDEL Admin	Director of Corporate Services	£40,000	Up to approved budget limit	This matches the Senior Responsible Officer delegations for Projects for consistency
Procurement – Contract Signing	Director of Corporate Services	No delegation	Up to £100,000	Currently all contracts have to be signed by CEO which causes delays given the number, big and small, which are required across the Corporation. Having an alternative signatory will speed up processes while maintaining appropriate control
Procurement – Contract Modifications approval	Director of Corporate Services	No delegation	Up to £100,000 (value of modification)	Similarly to contract signing, contract modifications are a key area which take time to process with only one approver.

2026 Board Effectiveness Review

4. Independently-led Board Review

4.1. The MHCLG / EDC Framework Document requires the Corporation to undertake an annual Board Effectiveness Review (BER). This generally takes the form of an online survey of Board members in March each year.

4.2. MHCLG requires EDC to undertake a more in-depth, externally facilitated effectiveness review every third year as this is best practice across Government.

4.3. The 2026 externally facilitated BER of EDC was conducted in January and February. Professor Malcolm Morley OBE was appointed by the EDC Chair to undertake the review, and this comprised document review, interviews with Board members, EDC Directors, MHCLG and external stakeholders, and also observation of the February Board and a meeting of the Investment Panel.

4.4. Professor Morley's final report is at **Annex E**. The Review concluded that the Board has played a positive role in EDC's achievements and is effective at providing constructive challenge, knowledge, experience, support, advice and guidance.

4.5. The Review recommendations focus on a range of potential improvement areas including -

- Ensuing there is effective team working across the Board and Exec Team;
- Ensuring the membership of the Board have a balance of skills and experience, and that training is provided where necessary;
- Being clear where Board members are to take particular champion roles and what they are, and identifying where and how Board members can use their networks to support the work of the team;
- Considering how Board reports and meetings (formal, informal and deep-dives) can be structured to improve Board effectiveness;
- The role of ARAC in reviewing risk appetite and assuring itself that management arrangements of risks respond to that appetite;
- Ensuring Board focus is given to how CDEL budgets are managed and any underspends are minimised;
- The Chair continuing to liaise with MHCLG regarding timeliness of future Board appointments, and finalisation of the Chair's letter and Framework Document.

4.6. The recommendations from the review have been considered by the EDC CEO, Executive Team and the Chair and the action plan that has been developed is at **Annex F** for information.

Annex A: Summary of Board Committees and Roles from 8 July 2026

Board Member	Main Board	Board Committees				Other Groups with Board Members	Other Roles
	Board	**Planning Committee**	**ARAC**	**Rem Com**	**Investment Panel**	**Ebbsfleet Garden City Trust**	
David Prout CB	Chair			Chair	Member		- Public Sector Equalities Duty Champion - Health & Safety Champion (from 1 Sept)
Simon Blanchflower CBE	Member		Member		Chair		- Functional standards Board lead for Security
Cllr John Burden	Member				Member		
Neil Cameron KC	Member	Chair		Member			- HR Champion - Whistleblowing Champion
Cllr Georgia Foster	Member						
Peter Hawthorne	Member				Member	EDC nomination to the EGCT Board	
Cllr Jeremy Kite MBE	Member			Member			
Elena Lokteva	Member	Member	Member; Chair (from 1 Sept)				- Functional standards Board lead for Counter Fraud and Debt (from 1 Sept)
Valerie Owen OBE	Member	Vice-Chair		Member		EDC nomination to the EGCT Board	
Nick Shattock	Member (until 31 Aug)		Interim Chair (until 31 Aug		Member (until 31 Aug)		- Health & Safety Champion (until 31 Aug) - Functional standards Board lead for Counter Fraud and Debt (until 31 Aug)
Baerbel Schuett	Member (from 1 Sept)		Member (from 1 Sept)		Member (from 1 Sept)		
Sara Waller	CEO / Ex-Officio Member	*Invited to attend*	*Attends as Accounting Officer*	*Attends as CEO*	*Attends as CEO*		

Annex B - Summary of Board Roles (Board Champions and Functional Standards Leads)

Role	Why the role is required	Summary of expectations
Public Sector Equalities (PSED) Board Champion	The requirement for a Board-level PSED Champion was identified in the 2024 PSED review of the Corporation commissioned by the EDC CEO at that time. The Board agreed to appoint a PSED Champion in 2024 as a result of this review and the recommendations within it.	The 2024 PSED review recommended that the Board should identify one of its members as having specific responsibility for championing, and providing focussed scrutiny and challenge on, equality issues. The Champion is also expected to engage with the CEO, Directors and other relevant officers with a view to improving the information on potential equality implications provided to the Board to inform its decision-making. The Champion is also asked to engage closely with EDC's Lead Director for PSED (Mark Pullin).
Health and Safety Board Champion	Health and Safety (H&S) is of utmost importance to EDC and as a complement to the Health and Safety Committee and other forums where H&S is discussed, having a champion at Board level ensures focus throughout the levels of governance within the organisation.	The H&S Champion will ensure appropriate Board oversight and visibility of EDC's Health and Safety Culture, providing scrutiny and assurance of the executive as necessary. In addition, they will consult with the Chair and CEO to ensure discussions around H&S issues are discussed at Board on a regular basis.
Board HR Champion	The role is named in various EDC HR policies (Probation Policy, Sickness Absence Policy and Grievance Procedure).	Within EDC HR policies the HR Champion is role is generally the point of appeal, or in some cases the point of contact. The HR Champion would also be expected to be a member of the Remuneration Committee and has responsibility for providing scrutiny and challenge on HR issues discussed at the Board.
Board Whistleblowing Champion	The role is named in EDC's Whistleblowing Policy. It is important that EDC staff have a point of contact on the Board for any whistleblowing concerns.	The Champion is expected to understand the Corporation's whistleblowing arrangements and be ready to receive / act upon any concerns raised by staff. The Champion's role is also to dela with any concerns that staff do not feel have been adequately addressed when raised with EDC management.

Functional Standard Board Lead for Counter Fraud	The Government Functional Standard is clear that organisations within scope of the Standard (including EDC) should have an accountable individual at Board level to support the AO on counter fraud.	The Standard states that the accountable Board member should - work with the organisation to meet the Standard and make the Board aware of where there are gaps - be accountable for the organisation's performance in countering fraud, bribery and corruption - ensure the Board has discussions on the nature of the fraud, bribery and corruption risk facing the organisation and the measures being taken to mitigate this risk - ensure the organisation has the resources, skills and capability to deliver its counter fraud, bribery and corruption strategy - ensure the organisation has clear lines of accountability for fraud risk and loss across all levels of the organisation, including a senior officer accountable for counter fraud
Functional Standard Board Lead for Debt	The Government Functional Standard is clear that organisations within scope of the Standard (including EDC) should have a lead at Board level who is accountable for debt management.	The Standard states that the accountable Board member should: - provide leadership to ensure the organisation is managing debt effectively - work with the organisation to meet the Standard - ensure accountability for debt is clearly understood across the organisation - actively seek out and integrate best practice in debt management
Functional Standard Board Lead for Security	The Government Functional Standard is clear that organisations within scope of the Standard (including EDC) should have a Security lead at Board level.	The Lead is specifically responsibility for oversight of security compliance and auditing processes, including arrangements to determine and satisfy that delivery partners, service providers and third party suppliers apply proper security control, including understanding and managing security issues that arise because of dependencies on external suppliers or through their supply chain.

EDC-026-033 Annex C

Ebbsfleet Development Corporation

Scheme of Delegation

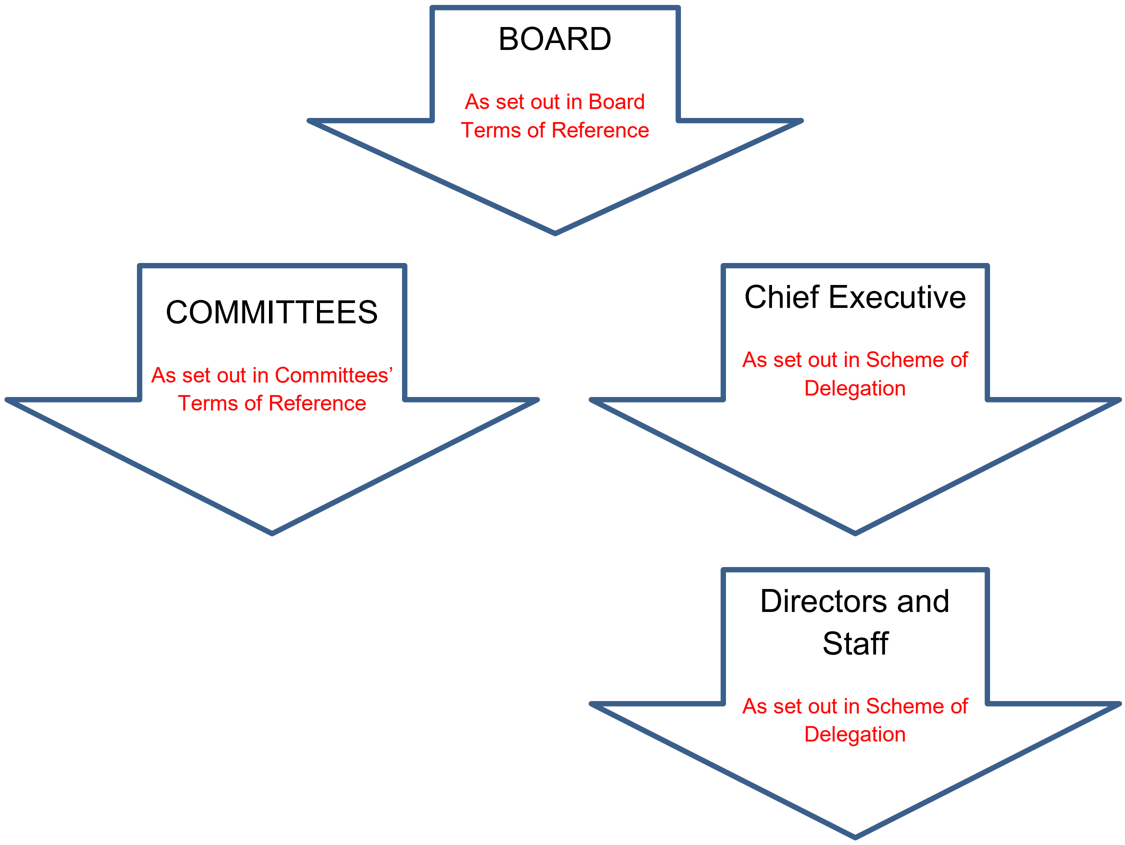
1 Introduction

1.1 The Board may delegate powers to a committee or subcommittee. Any powers that have not been retained by the Board or delegated by the Board to a committee or subcommittee, are exercised by the Chief Executive. This reflects the responsibility of the Chief Executive as the Accounting Officer of the Corporation. In the absence of the Chief Executive, however, such powers may be delegated to another Director who is formally covering the Chief Executive's role.

1.2 This paper details the financial and operational delegations which enable the staff of the Corporation to carry out business in pursuance of the Corporation's objectives.

2 Delegations Pathway

2.1 The delegations to the Chief Executive are derived from the delegated powers given to him/her by the Corporation's Board. The Delegation Pathway is illustrated below.



3 Delegations from the Board to the Chief Executive

3.1 The Corporation’s Board approves the following functional delegations to the Chief Executive:

a. Appointing new staff, except for the Directors.

b. Managing the Corporation’s budget – in accordance with any limits contained in the Standing Financial Instructions or Government sponsor funding allocation.

c. Entering into contracts on behalf of the Corporation for goods and services – in accordance with any limits contained in the Standing Financial Instructions.

d. Acquiring/disposing of assets – in accordance with any limits contained in the Standing Financial Instructions, the Grant Funding Agreement, and the Framework Document.

e. Authority to vire budgets between individual running cost operational expenditure areas within the admin budget without recourse to the Board.

f. Executive management of the day to day running of the Corporation.

g. Appropriate use of the Corporate Seal.

4 Delegations from the Chief Executive

4.1 The Chief Executive approves the following functional delegations to the Directors:

a. Management of Board approved / agreed budgets – in accordance with any limits contained in the Standing Financial Instructions or Government sponsor funding allocation.

b. Delivery of the functions set out in the Business Plan, including contributing to the strategic and operational planning processes.

c. Working towards the achievement of the Corporation’s key priorities.

4.2 The Chief Executive approves the following functional delegations to the Director of Corporate Services:

a. Entering into contracts on behalf of the Corporation for goods and services with total contractual value of up to £100,000 (including VAT)

b. Approving contract modifications of existing contracts of up to a modification value of £100,000 (including VAT)

The Chief Executive may delegate his/her authority in relation to operational and staffing matters to Directors (and in exceptional cases to other senior managers), where it is in the interests of fairness and natural justice and accords with the relevant policies.

5 Financial and Operational Delegations

5.1 **Delegation to post-holders.** Delegations are specific to post rather than to individuals. If someone is covering a post by way of secondment or contract and they have the authority which goes with that post, then they are able to exercise the delegations appropriate to that post.

5.2 It should be noted that the Scheme of Delegation should be read and understood in conjunction with other key policies, including Procurement Policy, Travel and Subsistence and Standing Financial Instruments.

5.3 Table 1 below outlines key operational delegations across the Corporation.

Table 1 Key Operational Delegations

Item	Delegation
Planned absences	Chief Executive and Directors should delegate their responsibilities as defined in this table on a specified, time limited basis when they are absent from their role due to holidays, hospital stays etc. Delegation, when enacted, should be formally communicated to the Director of Corporate Services.
Unplanned absences	Short term absences of the Chief Executive and Directors will not require any alternative action. Unplanned absences of more than one week must be referred to the Chairman for the authorisation of alternative delegation arrangements.
Modification of the organisational structure	Delegated to the Chief Executive subject to the following constraint: prior approval of the Board for the introduction or removal of a function(s) or activity to the agreed structure.
Changing staff numbers and pay amounts	Delegated to the Chief Executive, subject to these constraints: current Government policy on recruitment and pay awards; staff costs being contained within agreed budget limits. In addition, prior approval of the Board is required for any changes to Director level posts.

Item	Delegation
Appointment of staff	Delegated to Chief Executive, subject to current Government policy on recruitment and relevant HR policies. Board approval is required prior to appointment of Director level staff.
Authorising overtime	Delegated to the Chief Executive.
Changes to terms and conditions of employment of staff	Delegated to Chief Executive, subject to relevant HR policies. (Excludes Director level staff where prior Board approval is required).
Performance monitoring and appraisal of staff below Chief Executive and Director level	Delegated to Directors and Line Managers - and subject to relevant HR policies.
Determination of applications for paid or unpaid leave to act as a trade union official; maternity or paternity, adoptive and parental leave; personal or domestic reasons	Delegated to Chief Executive, Directors and Line Managers - but subject to relevant HR policies and budget availability.
Determination of staff grievances	Delegated to Chief Executive and Directors and subject to relevant HR policy.
Disciplinary procedures, suspension and/or dismissal of employees, corrective action/sanctions regarding attendance and work performance	Delegated to Chief Executive in consultation with HR; to be in accordance with the agreed disciplinary procedure and relevant legislation. For Director level staff prior approval required from Board before implementation of action.
Termination of services, redundancy, severance and early retirement	Delegated to Chief Executive in consultation with HR / MHCLG. Action to be in accordance with the agreed HR procedure and relevant legislation. For Director level staff prior approval required from Board before implementation of action.
Management of office facilities and equipment	Delegated to Director of Corporate Services.

Item	Delegation
Compliance with the Health and Safety policies	Delegated to the Chief Executive.
Compliance with data security requirements	Delegated to the Chief Executive.
Changes to EDC governance and policy documentation[1]	Delegated to the Chief Executive - to make alterations / refinements to EDC governance and policy documentation to ensure that they are up to date and reflect legislation / best practice. Any material changes to key EDC governance and policy documentation require the appropriate EDC sub-committee endorsement and full approval from the EDC Board.
Expenditure	The EDC Chief Executive can authorise the write off of a debtor balance up to the value of £10,000. Any amounts above this value being considered for write off will also require EDC Board level approval The EDC Chief Executive can agree rents (income) for individual EDC sites / properties in line with EDC 's lettings policy, up to the value of £100,000 per annum. Rents above this value must also obtain EDC Board approval. Any purchases made on behalf of Non-Executive Directors (NEDs) should be approved by the EDC Chief Executive.

[1] Key Governance and Policy Documentation is defined as those 'principal documents and policies' set out in EDC's 'Structure of Corporate Governance – Principal Policies and Documents' document (see list of documents at the end of this Scheme)

Item	Delegation
Developer financial contributions received	**For Non-Discretionary Funds i.e.** Ringfenced for specific facilities or services which are specified planning requirements, and where there is no discretion on the part of the LPA as to how these funds are applied: Approval for payment to a public body or other appropriate organisation to secure delivery of specified facilities or services - Director of Planning and Place. **For Discretionary Funds i.e.** Where there are options as to how the contributions can be applied by the LPA; Approval for payment up to £250,000 - Director of Planning and Place For payments above £250,000 - Director of Planning & Place, who must act in consultation with a panel that comprises the Chief Executive and Chair of the Planning Committee

6 Financial Delegations

6.1 Tables 2-6 outline financial delegations for Procurement exercises as well as EDC's different budget types (CDEL Admin, CDEL Programme, RDEL Admin and RDEL Programme). Green shaded cells indicate the role holder has full delegated authority subject to budget, procurement and project approval limits. Yellow shaded cells indicate the role holder has authority up to the limit specified in that cell. **All financial value limits include VAT.**

6.2 The roles which have a "Head of" designation for delegation purposes are below, along with their associated key project/budget areas.

Role	Project/Budget Areas
Head of Development Management	Planning
Head of Marketing and Communications	Communications
Assistant Director of Finance	Finance, Insurance and Corporate Legal
Head of HR and Governance	HR and Governance
Head of Development, Ebbsfleet Central	Ebbsfleet Central
Head of Marketing and Communications	Communications
Head of Property	Projects as agreed by SRO
Head of Infrastructure, Utilities and Transport	Projects as agreed by SRO
Head of Strategy and Placemaking	Projects as agreed by SRO
Senior Development Manager	Projects as agreed by SRO
Head of Design and Sustainability	Projects as agreed by SRO

The relevant Senior Responsible Officer (SRO) for a project is able to delegate budget responsibility as necessary to an appropriate Head of in writing. Where budgets are not delegated to a Head of, they will remain the responsibility of a Director or the Chief Executive

Ebbsfleet Development Corporation Delegation of Authorities

Unlimited authority (within approved budgets and subject to EDC's Procurement Policy limits)

Delegated authority up to the limit specified

Table 2 Procurement and Contract Management

Activity	SRO	Directors	Director of Corporate Services	CEO	Board	MHCLG
Approval to Procure						
Direct Award						
Contract Signature			£100k			
Contract Modifications			£100k			
Prepayments on Contracts						

Ebbsfleet Development Corporation Delegation of Authorities

Unlimited authority (within approved budgets and subject to Managing Public Money)

Delegated authority up to the limit specified

Table 3 CDEL Programme

Activity	Staff	Project Manager	Heads of	Senior Project Manager (Ebbsfleet Central)	SRO	Directors	Director of Corporate Services	CEO	Board	MHCLG
Project Budget Approval								£500k	£30m	£250m
Purchase Orders[2]			£50k	£100k						
Invoice Approval[3]										

Table 4 RDEL Programme

Activity	Staff	Project Manager	Heads of	Senior Project Manager (Ebbsfleet Central)	SRO	Directors	Director of Corporate Services	CEO	Board	MHCLG
Project Budget Approval								£125k	£500k	£80m
Purchase Orders[4]			£50k	£50k						
Invoice Approval[5]										

[2] Within approved budget
[3] Cannot be the same person who approved the associated Purchase Order
[4] Within approved budget
[5] Cannot be the same person who approved the associated Purchase Order

Ebbsfleet Development Corporation Delegation of Authorities

Unlimited authority (within approved budgets and subject to Managing Public Money)

Delegated authority up to the limit specified

Table 5 RDEL (Income and Administrative Expenditure)						
Activity	**Staff**	**Heads of**	**Directors**	**Director of Corporate Services**	**CEO**	**Board**
Budget Approval[6]						
Purchase Orders		£50k[7]	[8]			
Recruitment Costs			£2k	£2k		
Training and Professional Subscriptions			£2k	£2k		
Board Member Expenses[9]			£500[10]	£500		
Purchases on Behalf of NEDs						
Staff Expense Claim	£500[11]	£500	£1k			
Invoice Approval						

[6] Annual Budget approved by Board at start of Financial Year based upon available funding
[7] Head of Planning
[8] Director of Planning
[9] Amount per Claim
[10] Director of Planning and Place (for Planning Committee Members)
[11] Line Managers for Direct Reports- Amount Claimed for in one Month

Ebbsfleet Development Corporation Delegation of Authorities

Unlimited authority (within approved budgets and subject to Managing Public Money)		Delegated authority up to the limit specified

CDEL Admin						
Activity	**Staff**	**Heads of**	**Director of Corporate Services**	**CEO**	**Board**	**MHCLG**
Budget Approval[12]				£500k	£30m	£250m
Purchase Orders[13]		£50k	£50k	£50k	£50k	
Invoice Approval						

[12] Annual Budget approved by Board at start of Financial Year based upon available funding
[13] As per Grant Funding Agreement

Ebbsfleet Development Corporation Delegation of Authorities

Structure of Corporate Governance Principal Documents and Policies

Finance, Risk & Procurement Principal Documents/Policies	Public Accountability / Conduct Principal Documents/Policies	Board Sub-Committees Principal Documents/Policies	H&S and Operations Principal Documents/Policies	People Principal Documents/Policies
Standing Financial Instructions	Code of Practice for Board Members	Planning Committee ToR	H&S Manual (includes several policies/procedures)	Staff Handbook including Staff Code of Conduct
Risk Management Strategy	Register of Board Members Interests	Audit, Risk and Assurance Committee ToR		People Policy Pack *including:*
Procurement Policy	Equality and Diversity Statement	Remuneration Committee ToR	Operational Policy Pack *including:*	*Probation Policy*
Contract Management Policy	Transparency Policy (inc Publication Scheme)	Investment Panel ToR	*Data Handling Security Policy*	*Sickness Absence Policy*
Business Continuity Plan	Freedom of Information Policy		*Data Retention and Disposal Policy*	*Leave Policies*
Project Delivery Framework	Complaints Policy		*Acceptable Use of IT Policy*	*Performance Appraisal Policy*
Pension Discretions (policies)	Modern Slavery Statement		*Health and Safety Policy Statement*	*Poor Performance Policy and Procedures*
Lettings Policy	EDC Functional Standards Statements		*Fire Safety Policy Statement*	*Disciplinary Procedure*
Debt Management Strategy			*Lone Working Policy and Offsite Procedures*	*Grievance Procedure*
				Health & Wellbeing Policy
				Eye Care Policy
				Travel & Subsistence Policy and Procedures
				Gifts and Hospitality Policy
				Anti Fraud and Bribery / Anti Fraud & Corruption Policy
				Whistleblowing Policy
				Equalities Policy
				Redundancy Policy
				Hybrid Working Policy
				Flexible Working Policy
				Staff Privacy Notice

EDC-026-033 Annex D

Ebbsfleet Development Corporation

Standing Financial Instructions

Standing Financial Instructions

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FOREWORD

The Standing Financial Instructions form part of the Corporation's governance framework including the Board Terms of Reference and a Scheme of Delegation. This document covers all aspects of financial management and control and sets out the business rules and protocols within which Board, Directors and employees must work when taking action on behalf of the Corporation.

Version Control

The Standing Financial Instructions will be reviewed annually. The review will be co-ordinated by the Director of Corporate Services who will then present it to the Audit and Risk Assurance Committee (ARAC).

June 2026

INTRODUCTION

General

1. These EDC Standing Financial Instructions (SFIs) are issued in accordance with the **Framework Document** mandated on the Corporation by the Ministry of Housing, Communities and Local Government (MHCLG). The Framework Document is publicly available on the EDC website.

2. These SFIs explain the governance arrangements and financial responsibilities, policies and procedures to be followed by the Corporation. They are designed to ensure that its financial transactions are carried out in accordance with the law and Government policy in order to achieve integrity, accuracy, value for money(vfm), efficiency and effectiveness.

3. EDC has been classified (by the ONS) as a Local Government organisation. It is therefore not a Central Government body; however, the Framework Document requires EDC to operate in line with HMT's Managing Public Money (MPM) and the HMTs Government Financial Reporting Manual (FReM).

4. EDC's financial procedures and processes (including this document) will comply with the Governments Finance functional standard (no.006).

5. Should any difficulties arise regarding the interpretation or application of any of the SFIs, the advice of the Director of Corporate Services must be sought before any action is taken.

6. The failure to comply with the SFIs and Board Standing Orders can in certain circumstances be regarded as a disciplinary matter that could result in dismissal.

7. EDC has other policies that must be adhered to alongside these SFIs – in particular;

   - Risk management Policy
   - Procurement Policy
   - Contract Management Policy

   These other policies (listed above) are available to all staff via SharePoint / Teams.

Terminology

8. Any expression must have the same meaning as in these instructions:

- **“Accounting Officer” i**s the EDC Officer responsible and accountable for funds entrusted to the Corporation. This person is responsible for ensuring the proper stewardship of public funds and assets. The EDC Chief Executive is the Accounting Officer.

- **“Board**” means the Corporation’s appointed Board, which consists of a Chair and Board Members.

- **“Board Member”** means any person appointed as a Member of the Board.

- **“Budget”** means a resource, expressed in financial terms, for the purpose of carrying out, for a specific period, any or all of the functions of the Corporation

- “**Budget Holder**” means the person with delegated authority to manage the budget for a specific area of the Corporation

- **“CDEL**” refers to Capital

- **“Chief Executive”** means the chief officer of the Corporation

- **“Directors”** are the most senior employees in the Corporation, accountable directly to the Chief Executive, and with responsibility for a significant range of business.

- **“Director of Corporate Services”** means the Chief Finance Officer of the Corporation.

- **“Employee”** means any person who is a member of staff of the Corporation. This includes persons employed by the Corporation or seconded into the Corporation and includes the Chief Executive.

- **“Framework Document**” means the document which sets out the framework within which Ebbsfleet Development Corporation must operate and sets out the respective responsibilities and accountability of EDC and the sponsor Government Department (MHCLG)

- **“RDEL**” refers to Revenue / Resource

9. Wherever the title Chief Executive, Director of Corporate Services, or other nominated employee is used in these instructions, it must be deemed to include such other Director or employee who has been duly authorised in writing to represent them.

10. Wherever the term “employee” is used it must be deemed to include

employees of third parties contracted to the Corporation when acting on behalf of the Corporation.

Responsibilities

The Sponsor Department – MHCLG

11. Creates the Framework Document and ensures the document is regularly reviewed. The Framework Document is signed by both parties (MHCLG and EDC).

12. The MHCLG Secretary of State appoints the Board and the AO.

The Board

13. The Board exercises financial supervision and control by:

(a) Formulating the financial strategy to deliver the strategic objectives of the Corporation

(b) Requiring the submission of operational budgets within approved allocations / overall income for its approval

(c) Reviewing project business cases and approving

(d) Defining and regularly reviewing (annually) the responsibilities as stated in the Scheme of Delegation document.

Accounting Officer

14. The Chief Executive has been appointed as the Accounting Officer for the Corporation. The responsibilities delegated to the Accounting Officer are set out in his / her appointment letter from MHCLG as sponsor, including his / her responsibilities for following the principles and rules set out in HM Treasury's guidance, *Managing Public Money*. The Accounting Officer may be required to give evidence, normally with the Department's Accounting Officer, when summoned before the PAC on the Corporation's stewardship of public funds.

15. The essence of the role of the Accounting Officer is a **personal** responsibility for the propriety and regularity of the public finances of the Corporation, and for ensuring that its resources are used economically, efficiently and effectively. The Accounting Officer is expected to sign the Corporation's annual report and accounts along with the Governance Statement. With regards to regularity and propriety, the Accounting Officer

is expected to ensure that all actions relating to the stewardship of public funds can withstand the test of Parliamentary and public scrutiny.

16. The Accounting Officer is expected to ensure that:

- appropriate financial systems are in place and applied and that procedures and controls are reviewed regularly so that they remain relevant and reliable, especially during times of change;

- proper financial procedures are followed and that robust accounting records are maintained;

- Corporation's annual accounts (and if required by the Secretary of State, any interim accounts) are submitted for audit as soon as reasonably practicable after the year end and any records are made available for scrutiny by the Comptroller and Auditor General (NAO);

- The Corporation's accounts, and any report prepared by the Comptroller and Auditor General in relation to those accounts, are laid before Parliament within the timetable specified;

- The Corporation remains within its resource allocations, seeks approval of any expenditure outside normal delegations, respects agreed budgets and avoids unaffordable longer-term commitments;

- Public funds allocated and granted to the Corporation are properly managed and safeguarded, and that assets for which the Corporation is responsible such as land, buildings or other property are also controlled and safeguarded;

- In considering policy proposals relating to the resources for which the Accounting Officer is responsible all relevant financial considerations including issues of propriety, regularity or value for money and risk are taken into account in making a decision;

- Delegation of responsibility is accompanied by clear lines of control and accountability together with reporting arrangements;

- Effective management systems appropriate for the achievement of the Corporation's objectives including financial monitoring and control systems have been put in place;

- Risks are identified, that their significance is assessed and that systems / mitigations appropriate to the risks are in place in all relevant areas to manage them;

- Managing opportunity and risk to achieve the right balance commensurate with the organisation's business and risk appetite;

- Arrangements are in place to secure value for money, ensuring the organisation's procurement, projects and processes are systematically evaluated and assessed to provide confidence about suitability, effectiveness, prudence, quality, good value and avoidance of error and waste and compliant with procurement rules / regulations;

- The selection and appraisal of programmes and projects, using the Treasury's *Green Book* to evaluate alternatives and good quality project and programme management techniques to track and adjust progress;

17. The Chief Executive is ultimately accountable to the Board, and as Accounting Officer, to the Principal Accounting Officer (the Permanent Secretary) and to the Secretary of State (MHCLG), for ensuring that the Corporation meets its duty to perform its functions within the available financial resources. The Chief Executive has overall executive responsibility for the Corporation's activities; is responsible to the Chairman and the Board for ensuring that its financial obligations and targets are met and has overall responsibility for the Corporation's system of internal control.

Director of Corporate Services

18. The Director of Corporate Services is the chief financial officer for the Corporation and has been given responsibility by the Accounting Officer for:

(a) Implementing the Corporation's financial policies and ensuring these are kept up to date;

(b) Maintaining an effective system of internal financial control including ensuring that detailed financial procedures and systems incorporating the principles of separation of duties and internal checks are in place, documented and maintained to supplement these instructions;

(c) Ensuring that sufficient records are kept to show and explain the Corporation's transactions, in order to disclose, with reasonable accuracy, the financial position of the Corporation at any time;

(d) Providing professional leadership to the finance function, ensuring appropriate training and continued development of the finance function;

(e) The provision of financial advice to the Board and employees;

(f) The design, implementation and supervision of systems of internal financial control;

(g) The preparation and maintenance of such accounts, estimates, records and reports as the Corporation may require for the purpose of carrying out its statutory duties.

Directors / Budget Holders

19. Have responsibility and delegated authority to manage their particular budgets, for a specific area of the Corporation.

20. Each Budget Holder is responsible for ensuring that:

- any likely overspending (or reduction of income) is not incurred without the prior consent of the Director of Corporate Services and approval by the Chief Executive;

- the amount provided in the approved budget is not used in whole or in part for any purpose other than specifically authorised;

21. All Budget holders must provide information as required by the Finance team to enable budgets to be compiled, maintained and monitored;

22. Budget Holders must ensure full compliance with these financial procedures, and in particular: -

a) Raise Purchase Orders in a timely manner i.e. when a commitment is entered into / before invoices are received;

b) Approve expenditure (invoices) in a timely manner;

c) seek appropriate advice in order to ensure that the budget is effectively managed, and

d) ensure that the amount provided in the approved budget is not used in whole or in part for any purpose other than specifically authorised.

Employees

23. Employees, severally and collectively, are responsible for:

(a) The security of the property of the Corporation;

(b) Avoiding loss;

(c) Exercising economy and efficiency in the use of resources and ensuring value for money when entering into transactions;

(d) Conforming with the requirements of Board Standing Orders, Standing Financial Instructions, the Scheme of Delegation and any other financial procedures.

External staff – secondees / contractors

24. Any seconded staff or employee of a contractor who is empowered by the Corporation to commit the Corporation to expenditure must adhere to these instructions.

Delegations

25. These are set out in the Board Scheme of Delegations. These must be reviewed / updated by the Board on an annual basis.

26. The Chief Executive may delegate his / her responsibilities but remains accountable for the effectiveness of the Corporation's financial control.

27. On behalf of the Chief Executive, the Director of Corporate Services may delegate budgets to Directors or other staff members, to permit the performance of a defined range of activities. The delegation will clearly define the responsibilities of the post and of any other person who will contribute to the management of the budget delegated to them.

Fraud and Corruption

28. The Chief Executive as Accounting Officer has overall responsibility for ensuring that there are sound systems of internal control (e.g. procedures, guidance notes and effective supervision) to minimise the opportunities for fraud and corruption within the day-to-day business of the Corporation.

29. In the event of a fraud being detected, the Director of Corporate Services must ensure the Anti-Fraud, Bribery and Corruption policy (Fraud response plan) is adhered to.

Gifts and Hospitality

30. EDC has a gifts and hospitality policy that applies to all EDC staff and Board members. This is available to staff via SharePoint /Teams.

FINANCIAL PLANNING: BUDGETARY CONTROL AND MONITORING

Medium Term Planning – EDC Corporate Plan / Spending Review

31. The Corporation’s medium-term activity plans will be set out in the EDC Corporate Plan. This plan will be EDC Board and MHCLG approved.

32. EDC will submit and seek approval (from MHCLG) for its Spending Review submissions (multi years) to support the activities as set out in the EDC Corporate Plan. These SR submissions will detail the RDEL and CDEL requirements that EDC needs to deliver the stated Corporate Plan objectives.

Annual Business Plans and Budgets

33. The Chief Executive will oversee the development of an annual business plan including a high-level financial plan, which is submitted to the Board and MHCLG for approval.

34. The Corporation will be allocated an annual revenue (RDEL) and capital (CDEL) funding / budget allocation by MHCLG (in line with the agreed SR allocation).

35. The MHCLG allocation and any spending limits will be formally specified in a letter from MHCLG to the EDC Accounting Officer.

36. The Director of Corporate Services will, on behalf of the Chief Executive prepare and submit an annual operational budget (RDEL) for approval by the Board.

37. In conjunction with the Director of Corporate Services, the Director of Development and the Director of Infrastructure & Enabling Works will prepare an annual projects budget (CDEL).

    Such budgets (RDEL and CDEL) will:

    - be in accordance with the aims and objectives set out in the Annual Business Plan;
    - accord with workload and manpower plans;
    - be prepared within the limits of available funds.

Accounting and Reporting

38. The Assistant Director of Finance and his/her staff are responsible for:

    - Ensuring all financial activity is recorded accurately in EDCs finance system;

- monitoring financial performance on a monthly basis and enabling the Director of Corporate Services and other Directors to report financial information to the Board;

- Producing quarterly financial RDEL reports to the Board in a form approved by the Board, including a comparison of the approved budget with emerging expenditure and income;

- ensuring and reporting on compliance with the Corporation's policies and procedures so as to enable the Director of Corporate Services to provide assurance to the Board;

- ensuring that financial support is available on an ongoing basis to Budget Holders to help them manage their budgets successfully;

39. The Director of Corporate Services will ensure that the Board is informed of any changes to the initial allocation of budget and use of funds, drawing the Board's attention to significant variations, associated risks and mitigating actions required.

40. Budgets will be profiled according to when the expenditure is expected to be incurred (i.e. on a resource / accruals basis). Expenditure will be profiled against the relevant areas to provide information on types of costs being incurred. Re-profiling will only take place when there are confirmed changes to budgets.

41. The Programme Office Team are responsible for;

    - Producing quarterly financial CDEL reports to the Board in a form approved by the Board, including a comparison of the approved budget with emerging expenditure;

    - Working closely with EDC's Finance Team to ensure that all financial aspects of the programme comply with EDC's financial framework, and all financial reporting requirements are complied with in a timely manner.

Virement and Transfer of budgets

42. The Director of Corporate Services may transfer budgetary funds within operational (RDEL) activities, with the agreement of the EDC Chief Executive.

43. It is not permitted to transfer Capital budgets to support increased Revenue spending or vice versa.

FINANCIAL PROCESSES

44. EDC will keep a full record of financial transactions using a recognised computerised financial management system, which will include:

(a) A cashbook to record all transactions flowing through EDC's bank account(s);

(b) A Purchase Ledger recording invoices received from suppliers, payments made to suppliers and any VAT transactions pertaining to that expenditure;

(c) A Sales Ledger to record invoices raised to customers of EDC, and payments received from those customers;

(d) A General Ledger to summarise all transactions and from which to produce reports necessary for budget monitoring and the production of management/ year end accounts.

45. EDC’s financial year ends on 31st March each year.

46. Year End / Final Accounts will be drawn up in accordance with Government requirements and will be audited by the NAO.

Ordering and Payment for Goods and Services

47. All staff must comply with EDC’s procurement policy and procedures when purchasing goods and services.

48. Only the EDC CEO / Accounting Officer can enter the Corporation into a contractual agreement / sign contracts, other than for contractual agreements where the total value (including VAT) is up to £100,000, in which case the Director of Corporate Services has the appropriate delegation.

49. The requisitioner (any member of EDC staff), in choosing the item to be supplied (or the service to be performed) must always obtain the best value for money option for the Corporation.

Direct Awards

50. All Direct Awards are required to be approved by the Chief Executive.

51. The Director of Corporate Services will ensure records are maintained of any duly approved single tender actions (waivers) and present this record for Audit and Risk Assurance Committee scrutiny at each ARAC meeting (usually quarterly) to ensure powers of waivers are not used systematically or regularly to avoid compliance with procurement rules.

Contract Modifications

52. Contract Modifications should be agreed in accordance with the Contract Management Policy and the Scheme of Delegation and are only possible if a valid extension clause is present within the contract allowing it to be legally extended.

53. All contract modifications must be approved by either the Chief Executive, or the Director of Corporate Services (for contract modifications up to £100,000 including VAT).

Purchase Orders

54. An EDC purchase order must be raised and duly authorised (see delegations) for all purchases of goods and services.

55. Official Purchase Orders must:

- be in a form approved by the Director of Corporate Services;
- only be issued by the EDC Finance Team;
- Orders must not be split or otherwise placed in a manner devised so as to avoid any financial thresholds;
- Goods are not to be taken on trial or loan in circumstances that could commit the Corporation to a future uncompetitive purchase;

56. The Director of Corporate Services and his/her team will maintain control of the release of Purchase Order numbers, subject to confirmation of the appropriate delegations and supporting procurement evidence. For CDEL spend, the appropriate project approval for the individual project must have been obtained before any spend is incurred / committed.

Project CDEL

57. In conjunction with the relevant Senior Responsible Officer, the Director of Corporate Services:

- must ensure that EDC projects adhere to the Government's appraisal and approval process (Government functional standard Project Delivery no 002);
- that EDC has a process for determining capital expenditure (CDEL) priorities and the effect each proposal has upon EDC's Corporate and business plan;
- that a project business case is produced (and approved) setting out:
    - An option appraisal of potential benefits compared with known costs to determine the option with the highest ratio of benefits to costs;
    - Appropriate project management and control arrangements.
- must ensure that the capital investment is not undertaken without confirmation of the availability of CDEL resources including the revenue (RDEL) consequences.

Payments – Invoices and grant claims

58. The Assistant Director of Finance will:

- ensure the prompt payment of all properly authorised invoices and grant claims (matched to an approved PO);
- be responsible for designing and maintaining a system of verification, recording and payment of all amounts payable;
- provide instructions to employees regarding the handling and payment of invoices within the Finance Department;
-
-

- be responsible for ensuring that payment for goods and services is only made once the goods and services are received;

- ensure payments are made using electronic banking and appropriately authorised according to the EDC bank mandate.

Debit cards

59. Corporate debit cards are held by the Assistant Director of Finance and the Executive Assistant to the CEO. Payment should only be made by debit card if there is no alternative payment mechanism and should be limited to payments not exceeding £2,500. Approval for the purchase (in accordance with EDC's scheme of delegation) should be sought before making the debit card payment.

60. Any purchases made on behalf of Non-Executive Directors (NEDs) should be approved by the either the CEO or the Director of Corporate Services.

61. Supporting documentation should be obtained to evidence the payment and retained by Finance for audit purposes.

62. Debit card payments will be monitored daily by the Finance Team when posting the cash book transactions.

NB - EDC does not operate a petty cash system

Expenses (Travel and Subsistence)

63. All staff and Board Members can reclaim the actual authorised reasonable cost of expenses incurred wholly, exclusively and necessarily in the connection with the performance for the duties of their employment and for which they would not otherwise receive compensation.

64. The EDC Travel and Subsistence Policy is available on the Staff Sharepoint site.

Prepayments

65. Prepayments are only permitted where exceptional circumstances apply. In such instances:

- the appropriate Director must provide a case setting out all relevant circumstances of the purchase. It must also set out the effects on the Corporation if the supplier is at some time during the course of the pre-payment agreement unable to meet his commitments;

- the Director of Corporate Services will need to be satisfied with the proposed arrangements before contractual arrangements proceed. Directors are responsible for ensuring that all items due under a pre-payment contract are received and he/she must immediately inform the Director of Corporate Services or Chief Executive if problems are encountered.

INCOME: RECEIPTS AND PLANNING FEES

Income Systems

66. The Director of Corporate Services is responsible for designing, maintaining and ensuring compliance with systems for the proper recording, invoicing, collection and coding of all monies /funding due.

67. The Director of Corporate Services is also responsible for ensuring prompt banking of all cheques / monies received.

68. The holders of EDC safe keys must not accept unofficial funds for depositing in the safe.

Fees and Charges

69. EDC Planning fees and charges must be in line with appropriate Government guidelines on Fees and Charges.

70. Planning fees are refundable in accordance with national planning policy.

Debt Recovery

71. The Director of Corporate Services is responsible for the appropriate recovery action on all outstanding debts (in line with Government Functional standard no 014 and EDC’s Debt Management Strategy).

72. Income not received must be dealt with in accordance with losses procedures for recovery and reporting.

73. Overpayments must be avoided but in the event at it occurs, all reasonable steps must be taken to achieve recovery.

ANNUAL REPORT AND ACCOUNTS

74. The Accounting Officer will ensure that EDC produces an Annual Report and Accounts for the Corporation, with support from the Director of Corporate Services. The annual report and accounts must be produced in the required format.

75. The annual financial accounts will be scrutinised by the Audit and Risk Assurance Committee prior to being submitted to the Board for approval.

76. The Corporation's Annual Report and Accounts must be audited by the National Audit Office (or its appointed auditor), adopted by the Board and laid before Parliament at the earliest opportunity

77. The Assistant Director of Finance will:

- prepare financial returns in accordance with the guidance given by MHCLG and the Treasury, the Corporation's accounting policies, and generally accepted accounting principles and standards;

- submit financial returns to the Secretary of State for each financial year in accordance with the timetable prescribed by MHCLG.

AUDIT

Audit and Risk Assurance Committee

78. For detailed information on the Audit and Risk Assurance Committee's role and responsibilities, please refer to the Audit and Risk Assurance Committee Terms of Reference.

External Audit (NAO)

79. The National Audit Office are the Corporation's external auditor. The Audit and Risk Assurance Committee is responsible for ensuring that the external auditors deliver a cost-effective service to Corporation. If there are any problems relating to the service provided by the External Auditor, the Director of Corporate Services must raise this with the External Auditor in the first instance and refer it to the Audit and Risk Assurance Committee if unresolved.

80. The External Auditors attend the Audit and Risk Assurance Committee and other committee meetings if required.

81. The External auditors are entitled without necessarily giving prior notice to ask for and receive:

(a) Access to all records, documents and correspondence relating to any financial or other relevant transactions, including documents of a confidential nature

(b) Access at all reasonable times to any land, premises, the Board or employees of the Corporation

(c) Explanations concerning any matter under investigation.

Internal Audit

82. Government Internal Audit Agency (GIAA) will review, appraise and report upon:

(a) The extent of compliance with relevant established policies, plans and Procedures;

(b) The adequacy and application of financial and other related management controls;

(c) The suitability of financial and other related management data;

(d) The extent to which the Corporation's assets and interests are accounted for and safeguarded from loss of any kind, arising from:

(i) Fraud and other offences;

(ii) Waste, extravagance, inefficient administration;

(iii) Poor value for money or other causes.

(e) The assurance framework and the controls that support the Accounting Officer's Governance Statement included in the Corporation's Annual Accounts.

83. GIAA will agree an audit plan with the Director of Corporate Services, for agreement by the Chief Executive, and will present it to the Audit and Risk Assurance Committee for approval. GIAA will issue a progress report on the audit plan at regular intervals for review by the Audit and Risk Assurance Committee.

84. Whenever any matter arises which involves, or is thought to involve, irregularities concerning cash, or other property or any suspected irregularity in the exercise of any function of monetary nature, the Director of Corporate Services must be notified immediately by GIAA.

85. GIAA will attend Audit and Risk Assurance Committee meetings and has a right of access to all Audit and Risk Assurance Committee members, the ARAC Chair and the Chief Executive.

86. GIAA can raise any concerns with the Chief Executive as Accounting Officer in order to maintain independence of the internal audit function.

87. GIAA are responsible for ensuring that an annual internal audit report is prepared for the consideration of the Audit and Risk Assurance Committee. The report must cover:

(i) A clear opinion on the effectiveness of internal control in accordance with current guidance issued by Government on the assurance framework including, for example, compliance with control criteria and standards

(ii) Major internal financial control weaknesses discovered

(iii) Progress on the implementation of internal audit recommendations

(iv) Progress against the current internal audit plan

(v) A detailed internal audit plan for the coming year

88. The purpose, authority and responsibility of the internal audit activity must be formally defined in an internal audit charter; The audit charter agreement must be in writing and must comply with the guidance on reporting contained in the Internal Audit Standards

89. GIAA will have annual 'closed' meetings with the members of the Audit and Risk Assurance Committee to review performance and consider further learning points from internal audit findings and audit process

FIXED ASSET REGISTER AND SECURITY OF EDC ASSETS

Asset Registers

90. On behalf of the Accounting Officer, the Director of Corporate Services is responsible for the maintenance of registers of Assets, the form of any register and the method of updating, and arranging for a verification of assets exercise against the asset register to be conducted once a year.

91. The Corporation must maintain a register of fixed assets; single items over £5,000 or items considered part of a group with a total cost exceeding £5,000.

92. Additions to the fixed assets register must be clearly identified and be validated by reference to a Supplier's invoices.

93. Where capital assets are sold, scrapped, lost or otherwise disposed of, their value must be removed from the accounting records and each

disposal must be validated by reference to authorisation documents and invoices (where appropriate).

94. The Assistant Director of Finance must put into place procedures for reconciling balances on fixed assets accounts in ledgers against balances on fixed asset registers.

Security of EDC Assets

95. The overall control of fixed assets is the responsibility of the Chief Executive. The Director of Corporate Services discharges this responsibility on his/her behalf.

96. Asset control procedures must be approved by the Director of Corporate Services. These procedures will make provision for:

- Recording officer responsibility for each asset
- Identification of additions and disposals
- Identification of all repairs and maintenance expenses
- Physical security of assets
- Periodic verification of the existence of, condition of, and title to, assets recorded
- Identification and reporting of all costs associated with the retention of an asset
- Reporting, recording and safekeeping of cash, cheques, and negotiable instruments.

97. Where practical, assets must be marked as Corporation property.

98. The responsible officers shall maintain an asset register relating to the assets under their overall control and will instigate periodic physical checks of assets against the register. All discrepancies revealed by verification of physical assets to the fixed asset register must be notified to the Director of Corporate Services. The responsible officers shall immediately notify the Director of Corporate Services of any misuse of or damage to an asset in the Corporation's possession. Any suspected or actual instance of theft must also be immediately notified.

99. Whilst each employee has a responsibility for the security of property of the Corporation, it is the responsibility of Directors and senior employees in all disciplines to apply such appropriate routine security practices in relation to property as may be determined by the Board. Any breach of agreed security practices must be reported in accordance with instructions.

100. Any damage to the Corporation's premises, vehicles and equipment, or any loss of equipment, stores or supplies must be reported to Directors as soon as possible.

101. Recommendations for the disposal or writing off of any equipment shall be referred to the Director of Corporate Services who shall determine the recommendation and make appropriate financial records.

Depreciation of Fixed Assets

102. The Corporation will maintain specified capitalisation limits, to be approved by the Corporation as part of its accounting policies.

103. Expenditure on office refurbishments, office furniture and fittings, office equipment, IT equipment and infrastructure are capitalised as tangible assets if having a value of £5,000 or more and having a working life of more than one year. Assets costing below £5,000 are capitalised when considered part of a group if total costs exceeds £5,000 in value. The assets are recorded at cost.

104. Expenditure on IT software developments, are capitalised as intangible assets if having a value of £5,000 or more or considered part of a group with a total cost exceeding £5,000.

105. Depreciation and amortisation on fixed assets will be provided on a straight-line basis, at rates calculated to write off the costs, less any residual value, over their estimated useful lives as follows: -

Property, Plant and Equipment

Furniture and fittings: -		
	Office Equipment	5 years
Information Technology: -		
	IT equipment	3 years
Intangible		
	Software Licences	3 years
	Developed Software and website	3 years

Specialist Assets – e.g. Office Buildings or Infrastructure / Networked assets. Suitable accounting and depreciation methods for these types of assets will be agreed with the external auditors.

DISPOSALS AND CONDEMNATIONS, LOSSES AND SPECIAL PAYMENTS

Disposals and Condemnations

106. When it is decided to dispose of a Corporation asset, the market value of the item must be obtained, taking account of professional advice where appropriate.

107. All unserviceable articles must be condemned or otherwise disposed of by an employee following authorisation by the Director of Corporate Services.

Losses and Special Payments

108. MHCLG / HM Treasury retains control over certain write-offs and payments known collectively as losses and special payments:

- Losses cover any case where full value has not been obtained for money spent or committed, including cash losses, losses due to errors by staff;

- Special payments cover any compensation payments, extra-contractual or ex-gratia payments, and any payment made without specific identifiable legal power for the Corporation to make the payment.

109. The Director of Corporate Services is responsible for maintaining a register of losses and special payments in which write-offs and other related action is recorded. Losses and Special Payments occurring in any period must be notified at each Audit and Risk Assurance Committee meeting.

110. Any employee discovering or suspecting a loss of any kind must immediately inform their Director, who must immediately inform the Chief Executive and the Director of Corporate Services.

111. The writing-off of losses cannot be given without the approval of the Accounting Officer within their defined limits.

BANK ACCOUNTS

General

112. All banking is carried out on the Corporation's behalf by the Corporation's appointed bankers. The Corporation operates its accounts via the Government Banking Service and commercial accounts as deemed appropriate by the Director of Corporate Services.

113. The Director of Corporate Services must also ensure that there are robust monthly reconciliations of the Corporation's accounting records to those of the Corporation's appointed bankers to help ensure integrity and reliability in financial reporting.

Bank Accounts

114. The Director of Corporate Services is responsible for:

(a) establishing bank accounts operated via the Government Banking Service and by Commercial Banks;

(b) ensuring payments made from bank accounts do not exceed the amount credited to the account;

(c) reporting to the Board all arrangements made with the Corporation's bankers for accounts to be overdrawn;

(d) ensuring compliance with MHCLG guidance on the level of cleared funds.

Banking Procedures

115. The Assistant Director of Finance will prepare detailed instructions on the operation of bank accounts which must include:

(a) the conditions under which each bank account is to be operated

INSURANCE

Insurance arrangements

116. The Corporation will comply with its legal obligations to effect insurance cover where required.

117. The Director of Corporate Services is responsible for:

- Effecting adequate insurance to protect the Corporation's interests

- Ensuring an annual review of the Corporation's insurance is undertaken.

118. It is the responsibility of Directors to:

- Notify the Director of Corporate Services promptly of all new risks requiring insurance and of any alterations affecting existing risks or insurance

INFORMATION TECHNOLOGY

119. The Director of Corporate Services, is responsible for:

- Implementing any necessary procedures to ensure adequate (reasonable) protection of the Corporation's data, programmes and computer hardware for which he/she is responsible from accidental or intentional disclosure to unauthorised persons, deletion or modification, theft or damage, having due regard for the Data Protection Act.

- Ensuring that adequate reasonable controls exist over data entry, processing, storage, transmission and output to ensure security, privacy, accuracy, completeness and timeliness of the data, as well as the efficient and effective operation of the systems.

- Ensuring that an adequate management audit trail exists through the computerised systems and that such computer audit reviews as he/she may consider necessary are being carried out.

120. The Director of Corporate Services must satisfy him/herself that new financial systems and amendments to current systems are developed in a controlled manner and thoroughly tested prior to implementation. Where this is undertaken by another organisation, assurances of adequacy will be obtained from them prior to implementation.

121. Where another organisation provides a computer service for EDC applications, the Director of Corporate Services must periodically seek assurances that adequate controls are in operation.

122. Where computer systems have an impact on corporate financial systems, the Director of Corporate Services must satisfy that:

- Systems acquisition, development and maintenance are in line with corporate policies;

- Data produced for use with financial systems is adequate, accurate, complete and timely and that a management (audit) trail exists;

- Such computer audit reviews as are considered necessary are being carried out.

RETENTION OF RECORDS

123. The Chief Executive is responsible for maintaining records required to be retained in accordance with Corporation's Retention and Disposal policy. The Information Asset Owners (Directors) have responsibility for carrying out this action for their sections on the Chief Executive's behalf.

124. Corporation's records are kept to:

- Meet current and future business needs;

- Comply with statutory, legal and corporate governance best practice requirements;

- Ensure that the way we manage records is documented, understood and implemented; and

- Meet the reasonable current and future needs of internal and external stakeholders.

125. Records that are no longer required are eliminated as early as possible in an authorised and systematic manner in line with EDCs Retention & Disposal schedule and destruction process.

126. The Information Asset Owner is responsible for ensuring the destruction process is followed and that records are reviewed and logged before destruction.

HR – PAYROLL AND PAY

Remuneration Committee

127. For detailed information on the Remuneration Committee's role and responsibilities, please refer to the Remuneration Committee Terms of Reference document.

Employee Appointments

128. The recruitment of individual employees including the use of agency employees will be the responsibility of the appropriate Director, but it also requires the express written approval of the Chief Executive.

129. No Director or employee may re-grade employees, either on a permanent or temporary nature, or agree to changes in any aspect of remuneration unless authorised to do so with the express approval of the Chief Executive.

Processing of Payroll

130. MHCLG and EDC have a service level agreement using MHCLG's payroll supplier regarding arrangements for:

- Verification and documentation of payroll data;
- The timetable for receipt and preparation of payroll data and the payment of EDC employees;
- Security and confidentiality of payroll information;
- Checks to be applied to completed payroll before and after payment;
- Release of payroll data under the provisions of the Data Protection Act;
- Specifying timetables for submission of properly authorised time records and other notifications;
- The final determination of pay;
- Maintenance of subsidiary records for superannuation, income tax, social security and other authorised deductions from pay;
- Procedures for payment by bank credit to employees;
- Procedures for the recall of cheques and bank credits;
- Pay advances and their recovery; maintenance of regular and independent reconciliation of pay control accounts.

131. Regardless of the arrangements for providing the payroll service, the Director of Corporate Services must ensure that the chosen method is supported by appropriate (contracted) terms and conditions, adequate internal controls and audit review procedures and that suitable arrangements are made for the collection of payroll deductions and payment of these to appropriate bodies.

EDC Contract of Employment

132. The Chief Executive has delegated responsibility to the Director of Corporate Services for ensuring that all employees are issued with a

Contract of Employment in a form which complies with employment legislation.

Confidentiality

133. The confidentiality of EDC employees' financial circumstances will be respected at all times, subject to any legitimate requests by HMRC and law enforcement authorities

Ebbsfleet Development Corporation

Triennial Independent Board Effectiveness Review 2026

Reviewer:

Professor Malcolm Morley OBE

January/February 2026

Background

The Triennial Review is a requirement of the sponsoring body, The Ministry of Housing, Communities and Local Government (MHCLG). The review has been carried out consistent with the Cabinet Office's Board Effectiveness Reviews Guidelines. The Terms of Reference for the Review are at Annex One.

The report of the Review in 2023 is provided at Annex Two. Good progress has been made in addressing the recommendations in that review.

Methodology

The Review was carried out through:

1. Attending a full Board meeting in February 2026 and reviewing the recordings of the September 2025 and November 2025 Board meetings.

2. Attending a meeting of the Investment Panel in January 2026.

3. Interviewing all the Board members and Directors of the Corporation.

4. Interviewing a representative of the MHCLG.

5. Interviewing representatives of the Ebbsfleet Garden City Trust, the Ebbsfleet Community Board and a representative of the landowner of the largest single site in the Garden City.

6. A comprehensive range of Board and other documents were reviewed. A list of these is at Annex Three.

The acid test for Board effectiveness is whether a Board has a positive impact on the organisation and the outputs/outcomes it achieves. This review has sought to determine an answer to this test and to provide recommendations to be considered where it is felt that the Board's effectiveness can be improved.

Summary

Ebbsfleet Development Corporation (the Corporation) is clearly seen to be supporting the Ministerial agenda for regeneration and housing growth and much has been achieved. The Board has played a positive role in this achievement. However, as the market becomes more challenging, and the economics of development change, it's vital that the Corporation's Board continues to have the capacity to enable that success to continue. The Board has an important role in ensuring that the Corporation continues to evolve as a fit for purpose development corporation to maintain the confidence of Government, developers and potential investors.

There is general agreement that the Board currently has a good range of skills and experience and that it has had a positive impact in supporting the Corporation in responding to the challenges that it has faced. It's acknowledged, however, that the Board is at a crucial point in its evolution with the appointment of a new Chair in 2025, the impending retirement and recruitment of NEDs and the appointment of a new Chief Executive/Accounting Officer. These changes provide both opportunities and challenges and there is confidence that the Chair will lead the Board to respond positively to them.

There are a number of issues, however, where the Board needs to consider how it could improve its effectiveness and these are detailed below. One of these issues, generally identified as a weakness and that was highlighted in the 2023 Triennial Review, relates to the lack of diversity in the Board's membership.

Board Organisational Culture

Whilst having a broad range of skills and experience on the Board is seen as a strength, it's also seen that this can lead to different views about how projects should be evaluated. Should it be on the basis of a commercial evaluation or a social value investment basis? These differences sometimes create tension within the Board and between the Board and the Executive and need to be addressed.

It's clear that the Board members have a shared commitment to the Corporation and to Ebbsfleet Garden City and this is illustrated by the nature and level of the contribution to, and positive impact on, the strategy and performance. An on-going challenge for the Board will be to evolve the vision and objectives for place making given the dynamism of the development context.

The Board's knowledge and expertise in place making, market analysis and commercial development provides an opportunity to clarify what it believes the Corporation needs to do from this point forwards. A test of the Board's organisational culture will be how it ensures that the Corporation takes that opportunity and, in doing so, illustrates that it, and the Corporation, has the confidence and resilience to achieve it. The Board, working with the Executive, needs to be innovative and proactive in ensuring that what it believes needs to be done is done.

There's generally a good relationship between the Board and the Executive Team. In maintaining this relationship, it's important that NEDs achieve an appropriate balance between their strategic role and their operational curiosity. The Chair plays an important role in achieving this balance.

A number of Board members expressed the view that there would be benefit from the Executive Team having a greater commercial understanding and to proactively provide information that enabled them to understand both the commercial and social value evaluation of proposals. A number of the Executive Team felt that the Board revisiting past decisions to commit to certain projects created unnecessary work, cost and tension between the Board and the Executive Team. These issues need to be addressed.

Given the changes to the Chair, NEDs, and Chief Executive/Accounting Officer (and the Director of Corporate Services) there would be merit in scheduling team building sessions in addition to Board and Committee meetings and the Strategy Away Days.

It is recommended that:

1. The Chair consider scheduling team building sessions in the next twelve months.

2. By the first anniversary of the new NEDs taking up their roles, the Chair decides whether an independent review of the Board's organisational culture, and its relationship with the Executive Team, should be undertaken.

Board Membership

The lack of diversity in the Board's membership was consistently raised as a weakness. It was also raised in the 2023 Review.

The changes in the NED membership of the Board provides an opportunity to both address the diversity issue and to ensure that the Board has the necessary skills and experience to enable it to respond to the challenges ahead. A skills and experience gap analysis in the context of the future strategic and delivery challenges of the Corporation would be useful, as would consideration of succession planning.

As a Development Corporation and Planning Authority the Corporation has specific roles that require the avoidance of conflicts of interests. Board members on the Planning Committee are rigorous in ensuring that there is no conflict of interest and withdraw from Board meetings where such conflicts might arise or be perceived to arise.

This is entirely appropriate but does create the challenge that those with specialist planning knowledge and experience are not able to contribute to the Board's deliberations and decision making where planning knowledge and experience are important. This could be addressed by the appointment of a non-voting Associate NED (not on the Planning Committee) to provide planning expertise to the Board. Associate NEDs, similar to those roles in NHS Trusts, could also be used to fill other skills/experience gaps, contribute to the diversity of the Board and contribute to succession planning for Board members.

The Chief Executive, who is also the Accounting Officer and Senior Responsible Owner, is a voting member of the Board. There are a range of views about whether or not this is appropriate.

The Framework Document 2021 for the Corporation provides details of the accountability of the Accounting Officer to Parliament, MHCLG and its Ministers and to the Corporation's Board. A complex accountability context for the Accounting Officer.

The Framework Document also states the Accounting Officer's personal responsibilities. The responsibilities to the Board relate to '*advising*' and '*ensuring*' that certain things are taken into consideration or done. In the event that the Accounting Officer is concerned about a contemplation of a course of action that would infringe propriety or regularity, or that doesn't in their view represent prudent or economic administration, efficiency or effectiveness, or is of questionable feasibility, or is unethical, they have to follow a defined procedure.

The document: Managing Public Money, published by HM Treasury in June 2025 provides further guidance. It states:

"3.10.5 There are sensitivities about the role of the Accounting Officer in an ALB which is governed by an independent fiduciary board, for example a charity or company. The ALB's accounting officer, who will normally be a member of the board, must take care that their personal legal responsibilities do not conflict with their duties as a board member. In particular, the Accounting Officer shall vote against any proposal which appears to cause such a conflict; it is not sufficient to abstain."

The Board may wish to consider the following questions:

a) Can the Accounting Officer being a voting member of the Board create an actual or perceived conflict of interest?

b) If the answer to (a) above is yes, does the benefit of the Accounting Officer being a voting member of the Board outweigh any benefits of them being a member of the Board without voting rights?

These questions have a wider significance than just the Corporation. There would be merit in the Board consulting MHCLG.

It is recommended that:

3. The Chair agrees with MHCLG how an appropriate level of diversity amongst the NEDs can be achieved.

4. A skills and experience audit in the context of the future needs of the Board is carried out and it considers whether it would be beneficial for Associate NEDs, with a planning and other relevant skills/experience, be appointed to increase the capacity of the Board and to contribute to its diversity and succession planning.

5. The Board, in consultation with MHCLG, considers whether the Chief Executive/Accounting Officer/SRO should be a voting member of the Board.

Board Champions:

NEDs, other than the local authority members, have Champion roles. These roles are not clearly defined, little or no training has been provided and it's not clear what, if any, impact the roles have had on the Corporation. There is no formal reporting from these role holders to the Board.

It is recommended that:

6. The Board reviews the roles and impact of Board Champions and decides whether or not they should continue.

7. Should the Board agree that the Champion roles should continue, whether in their current or any new form, the Board agrees in writing the nature and scope of the roles, to whom they will be assigned, how they will report to the Board, how and when their impact will be evaluated and how the training needs of the holders will be met.

Board Member Training and Development

The Board's membership is changing with the appointment of new NEDs and the expiry of the term of office of one NED. Whilst it's unknown what the skills and experience of the new Board members will be, and there's recognition of the high level of skills and experience of the current Board members individually in specific areas, it's important that the training and development needs of both the individuals and the Board as a whole are reviewed with opportunities being provided to address those needs. Examples of such training and development could include housing and commercial development market analysis, housing delivery by Housing Associations and developers, commercial risk management and investment appraisal, planning for placemaking, social value evaluation and Government policy developments. A formal programme of NED training and development should be considered along with the identification of an appropriate budget for it.

It is recommended that:

8. Within the next twelve months Training and Development Plans for the Board as a whole, and each NED including the Chair, are agreed in the context of the future delivery environment for the Corporation along with an appropriate budget being identified to enable the Training and Development Plans to be fulfilled.

Board Agendas and Decision Making

A review of Board agendas and meetings revealed that the majority of reports in Part 1 of Board meetings were for information and that there were varying levels of debate about them. Whilst it's understood that items for information are included to both brief Board members and to provide information for the public, there is concern that they consume a significant amount of the Board's time that could be more productively spent on the Part 2 agenda items and decision making. This was particularly highlighted in the context that few members of the public attend meetings, view the recording of the meetings or submit written questions.

NEDs expressed the view that they need Board reports to contain details of:

- the relevance of project proposals to the Corporation's mission and Business Plan delivery.

- how the projects related to, and were affected by, the evolving strategic issues in the market/delivery environment.

- the commercial and social value impact criteria (and their weighting) used in appraisals undertaken for different delivery options.

- The implications of projects on the Corporation's risk profile, resources and capacity.

It wasn't clear how these requirements informed the development of reports and, whilst NEDs were able to highlight and provide insights into these issues at Board meetings, it meant that decision making wasn't as efficient or timely as it could be.

It was acknowledged that the Chair is effective in ensuring that Board members are able to contribute to the debate, keeping the focus of the debate on the subject and moving the meeting to a decision. Votes were taken by acclamation in favour or by the absence of contrary indication. Where there were contrary indications, a formal vote was taken.

There was a desire expressed for Board members to be able to have 'deep dives' into issues. Whilst the Strategy Away Days were found to be useful, it was felt that they did not always enable the level of debate about issues that was desired. It was also felt that there would be merit in occasionally having informal meetings of the non-executives without the Executive being present.

It is recommended that:

9. The Board reviews whether items for information might be presented in a different way to enable it to devote more time to, and focus on, the strategic issues and decisions that have to be made e.g. information items might be presented using a Chair's podcast prior to Board meetings for the public and by informal discussion between Board members outside of formal Board meetings.

10. The Board ensures that its requirements for the contents of Board reports are clearly communicated to ensure that all of the information required for decision making is presented to them in reports.

11. The Board considers the development of a programme of 'deep dives' into issues and the creation of opportunities for the NEDs to meet informally.

Board Committees

The Committees of the Board are felt to work well. In the 2023 Triennial Review a question was raised about the timing of the meetings of the Audit and Risk Assurance Committee immediately prior to the Board meetings. The Board determined not to change the timing of this meeting.

Whilst this is entirely a matter for the Board, best practice would indicate that Board Committees should generally meet with sufficient time prior to Board meetings for recommendations from those Committees to be included in the next Board agendas. It's hard to see how meetings immediately prior to Board meetings provides the opportunity for recommendations to be made to the Board, other than verbally, and for Board members to have the opportunity to understand and consider them.

Understandably, Board members not on a Committee do not have a detailed knowledge and understanding of the issues being considered by those Committees. There is merit in Board Committee Chairs providing updates to their Board colleagues on both current and future issues of concern/relevance to the Committees that are likely to be of significance to the Board.

It is recommended that:

12. Board Committee Chair's provide briefings to all Board members on current and future issues that are likely to be considered by their Committees of significance to the Board at least twice per year.

Investment Panel

The creation of the Investment Panel has proved to be a useful and effective initiative. The meeting that I attended illustrated clearly the constructive challenge, support and expertise of the NEDs. It also highlighted the need to understand and apply the balance to be struck between a commercial approach and the delivery of social value.

It was very clear at this meeting that the Chair of the Board needs to have an effective network of relationships within Government, Regulators and other organisations to aid the Board's understanding of their requirements and to be able to ensure, proactively wherever possible, that the Corporation's mission, objectives, needs and priorities are understood by those organisations. The Chair has made good progress in the development of the appropriate relationships and network and is aware that more needs to be done.

It is recommended that:

13. The Board considers how the Chair of the Board, and other NEDs, can develop the network of relationships necessary, within Government and with other stakeholders, to ensure that there's a reciprocal level of understanding of objectives, needs and priorities.

Risk

A Risk Appetite Statement has been agreed along with a Risk Management Strategy and Risk Register. It's hard to see what the role and impact of the Risk Appetite Statement on the identification and evaluation of risk has been.

Risk is predominantly viewed through the lens of individual issues, activities and projects. It was not clear how cumulative enterprise level risk was identified and evaluated. There would be merit in reviewing the Risk Appetite Statement in the context of the Government Finance Function Risk Appetite Guidance Note.

A question arose as to the clarity of, and weighting applied to, the criteria used to identify and evaluate risk and whether the approach to risk was sufficiently linked with assumptions and scenarios for the future. It would be useful for ARAC to consider these issues as part of its next review of risk.

It is recommended that:

14. ARAC reviews the Risk Appetite Statement to ensure that it's consistent with the Government Finance Function Risk Appetite Guidance Note and reviews how it's used to inform the evaluation of risks for both individual issues/activities/projects and cumulatively for the organisation as a whole.

15. ARAC assures itself that both individual risks and cumulative risk are consistent with the Risk Appetite Statement and the Risk Management Strategy.

16. ARAC assures itself that the identification and evaluation of risk has clear linkages with assumptions and scenarios for the future, that the level and direction of travel of risks is consistent with the Risk Appetite Statement, that the Risk Management Strategy is leading to the desired profile of individual and cumulative risk and that all significant risks have been identified and included in the risk register.

Finance

The context for the financial management of the Corporation is complex and subject to the financial allocations arising from the Government's Spending Review. Financial allocations from Government are often notified to the Corporation close to the start of the financial year to which they relate. This creates challenges for the approval of, commitment to and delivery of projects.

Irrespective of the above, however, reference to the CDEL spend against budget for the last four years (see Annex Four) reveals a consistent and significant underspend against the budget. These underspends have been reported to the Board and it has started to address them and to challenge the reasons for them. Whilst these underspends are now being highlighted and reviewed by the Board, they raise questions about the Corporation's Business Plan and the Board's role in both the business planning process and review of the financial management of the Corporation.

In many organisations delivering capital projects, it's normal practice to have a prioritised and prepared pipeline of projects that can be moved quickly from a reserve list to delivery in the event of existing projects being delayed. It's also normal for there to be 'over-programming' recognising the likelihood of slippage in the programme. The Corporation does not appear to have either of these in place.

This is of particular importance looking forward to the spending review allocations about to be announced as, given lead times for the preparation, approval, procurement and delivery of projects, there is a risk that there will be another significant CDEL underspend in 2026/27. This will affect the profile of CDEL spend over the spending review period and impact on the Corporation's delivery. The Board needs to be clear about the basis on which the Business Plan from 2026/27 onwards will be developed.

It is recommended that:

17. The Board reviews the reasons for the recurring CDEL underspends and ensures that it has the systems in place to enable it to understand, and respond to, the implications of the underspends on the business planning process and the delivery of the Business Plan being developed.

18. The Board assures itself that a pipeline and/or over-programming of projects has the necessary level of readiness and approvals in place to provide flexibility to respond to delays in the delivery of programmed projects and the availability of CDEL in this, and future, spending reviews.

Community Engagement

Community engagement can take many forms. There were different views as to the forms that it should take and how its success for the Corporation should be evaluated. Attendance at meetings or viewing recordings of the Board meetings was not generally seen as a key performance indicator of that success but was recognised as important. There would be merit in clarifying the criteria for measuring the success of community engagement.

I found that the visual and sound quality of the recordings of the Board meetings was poor. The Chair and Chief Executive were sat in front of a large window which meant that they appeared largely in silhouette, not all of those speaking could be seen, many of those present appeared in profile only or were partially obscured by others and the sound quality varied. Virtual attendees were displayed as part of a split screen that meant that the view of the main meeting was reduced in size for the viewer. The Board needs to give thought to the perceptions that these issues create for a viewer of these recordings.

There are two principal community organisations on which the Board is represented; The Ebbsfleet Community Board and the Ebbsfleet Garden City Trust. There was positive feedback from these organisations and they'd welcome further engagement from the Chair and Board of the Corporation.

The benefits of having representatives from the Councils on the Board was clearly acknowledged. They, as community leaders, contribute the views and needs of the communities that they serve and provide feedback on the perceptions of the Corporation and its investments. It was felt important that the Corporation should proactively engage with the local MPs.

It is recommended that:

19. The Board clarifies its objectives and strategy for community, and wider stakeholder, engagement and how it will evaluate its performance.

20. The Chair reviews the quality of the video recording of the Board meetings to ensure that it enables the public to see and hear all contributions to the Board's consideration of the agenda items.

MHCLG

As the sponsor department MHCLG has a vital role to play in providing the clarity of its objectives, priorities and resources for the Corporation. These are encapsulated in the Framework Document, the Chair's Letter and the budget allocations. They are brought to life through the input of senior officials into Board and other meetings.

The visibility of MHCLG representatives at Ministerial and senior official level is very important for both the Corporation and for those with whom the Corporation deals. The recent Ministerial visit and increased attendance at Board meetings of senior officials is very positive. The Chair is playing a positive role in the development of relationships within Westminster and Whitehall.

The success of the Corporation does not rely solely on MHCLG but requires engagement with, and input from, other Government Departments and organisations. MHCLG has an important role to play in both providing access to, and encouraging action by, those other organisations.

Appointments to the Board are managed by MHCLG and final decisions are taken by Ministers. It was noted that these processes and decisions can take a significant amount of time and, due to their lack of timeliness, have created problems for the Board. This was an issue raised in the 2023 Review.

It is recommended that:

21. The Chair clarifies with MHCLG when the Framework Document and Chair's letter will be received.

22. The Chair continues to work with MHCLG to explore the opportunities to improve the recruitment processes and timeliness of Board appointments.

Conclusion

The Board has illustrated that its range of skills and experience has had a positive impact on the success of the Corporation and the outputs/outcomes it achieves. It's effective in providing constructive challenge, knowledge, experience, support, advice and guidance. There are a number of areas, however, where it could improve and I'm confident that it will address the recommendations made in this review positively and develop an action plan and review process to enable it to illustrate how it has done so and the impact of the action taken.

The Board is at a crucial point in its evolution given the changes in the non-executive membership, the change of Chief Executive/ Accounting Officer/SRO, the appointment of a new Director of Corporate Services and the dynamism of the delivery environment within which the Corporation is pursuing its mission. Given this context the Board may wish to consider the nature, extent and timing of the next review.

Acknowledgements

I would like to acknowledge and thank all those whom I interviewed for their positive engagement with the review and their openness and frankness. I would also like to thank James Richardson, Head of HR and Corporate Affairs, for responding with alacrity and professionalism to my many requests for information.

	Recommendation	Response	Who	Status / next steps
1	The Chair considers scheduling team building sessions (for the Board) in the next twelve months.	The Chair and CEO have considered this and have commissioned team building intervention including the Executive Team and the board which will complete by end 2026.	CEO and Chair	Underway
2	By the first anniversary of the new NEDs taking up their roles, the Chair decides whether an independent review of the Board's organisational culture, and its relationship with the Executive Team, should be undertaken.	The Chair and CEO have considered this recommendation and this work will form part of the team building intervention which will complete by end 2026.	Chair, with input from CEO	Underway
3	The Chair agrees with MHCLG how an appropriate level of diversity amongst the NEDs can be achieved.	The Chair will discuss this matter and any future actions required with MHCLG once new NEDs have been appointed. (see also action 22)	Chair, with input from CEO	No current action required
4	i) A skills and experience audit in the context of the future needs of the Board is carried out. ii) Consideration of whether it would be beneficial for Associate NEDs, with planning and other relevant skills/experience, to be appointed to increase the capacity of the Board and to contribute to its diversity and succession planning.	i) An audit will take place in 27/28 ii) This will be considered after the skills audit.	Chair, with input from CEO. Supported by Head of HR & Corporate Governance Chair, with input from CEO	Will be actioned 27/28

5	The Board, in consultation with MHCLG, considers whether the Chief Executive/Accounting Officer/SRO should be a voting member of the Board.	The Chair has considered this recommendation and does not view there being any need for change.	N/A	Complete
6	The Board reviews the roles and impact of Board Champions and decides whether or not they should continue.	- the functional standard Board leads (security, counter-fraud and debt) roles are required by Government Functional Standards, which EDC is required to follow - the 'champion' roles are considered important to retain as follows: - the HR Champion role is named within various HR policies, including as a point of escalation - the Whistleblowing Champion role is clearly set out in our Whistleblowing Policy and is a point of contact for staff on the Board for any whistleblowing concerns - the Public Sector Equality Duty Champion role was agreed by the Board following a recommendation in the 2024 PSED Review commissioned by the EDC's then CEO - the H&S Champion role was previously requested by the Board and demonstrates EDC's commitment to H&S	Chair	Complete
7	Should the Board agree that the Champion roles should continue, whether in their current or any new form, the Board agrees in writing the nature and scope of the roles, to whom they will be assigned, how they will report to the Board, how and when their impact will be evaluated and how the training needs of the holders will be met.	Covered in Part I Board paper in July 2026 – Board Committee Appointments.	CEO, with support from Director of Corporate Services and Head of HR & Corporate Governance	Complete

8	Within the next twelve months Training and Development Plans for the Board as a whole, and each NED including the Chair, are agreed in the context of the future delivery environment for the Corporation along with an appropriate budget being identified to enable the Training and Development Plans to be fulfilled.	Further to this recommendation, the Chair has discussed training needs with NEDs – two areas have been identified: planning reform and social housing. Training will be identified and scheduled by end 2026/27. Training needs will be discussed on an ongoing basis at future 1.1s and further training sessions arranged as required.	Chair, with support from CEO, Director of Corporate Services / Head of HR & Corporate Governance	Two training opportunities to be scheduled 26/27
9	The Board reviews whether items for information might be presented in a different way to enable it to devote more time to, and focus on, the strategic issues and decisions that have to be made e.g. information items might be presented using a Chair's podcast prior to Board meetings for the public and by informal discussion between Board members outside of formal Board meetings.	Actions 9, 10 and 11 will be considered together. The Chair has already asked the CEO and Directors to consider how best to present board papers to the Board and changes have been made. Further feedback will be incorporated as necessary. Scheduling of deep-dives as required will be considered by the Chair and CEO on an ongoing basis, with requests from board members being taken on board.	CEO, supported by EDC Directors	Complete and ongoing
10	The Board ensures that its requirements for the contents of Board reports are clearly communicated to ensure that all of the information required for decision making is presented to them in reports.			
11	The Board considers the development of a programme of 'deep dives' into issues and the creation of opportunities for the NEDs to meet informally.			

12	Board Committee Chairs provide briefings to all Board members on current and future issues that are likely to be considered by their Committees of significance to the Board at least twice per year.	This will be included on the Board Forward Look.	Chair and CEO, Supported by the Head of HR & Corporate Governance	Actioned from July 2026
13	The Board considers how the Chair of the Board, and other NEDs, can develop the network of relationships necessary, within Government and with other stakeholders, to ensure that there's a reciprocal level of understanding of objectives, needs and priorities.	Board members have agreed to support the CEO and Executive Team in this regard, and identification of where the Board can help most effectively is in progress and has been identified where appropriate in Board and committee papers.	Chair and Board	Complete and ongoing
14	ARAC reviews the Risk Appetite Statement to ensure that it is consistent with the Government Finance Function Risk Appetite Guidance Note and reviews how it's used to inform the evaluation of risks for both individual issues/activities/projects and cumulatively for the organisation as a whole.	The CEO and Director of Corporate Services will discuss Actions 14, 15 and 16 and the timing with the new ARAC Chair NED once appointed by MHCLG.	CEO and Director of Corporate Services	Underway
15	ARAC assures itself that both individual risks and cumulative risk are consistent with the Risk Appetite Statement and the Risk Management Strategy.			

16	ARAC assures itself that the identification and evaluation of risk has clear linkages with assumptions and scenarios for the future, that the level and direction of travel of risks is consistent with the Risk Appetite Statement, that the Risk Management Strategy is leading to the desired profile of individual and cumulative risk and that all significant risks have been identified and included in the risk register.	The CEO and Director of Corporate Services will discuss Actions 14, 15 and 16 and the timing with the new ARAC Chair NED once appointed by MHCLG.	CEO and Director of Corporate Services	Underway
17	The Board reviews the reasons for the recurring CDEL underspends and ensures that it has the systems in place to enable it to understand, and respond to, the implications of the underspends on the business planning process and the delivery of the Business Plan being developed.	Quarterly finance reviews to Board will be enhanced to specifically address systemic underspends and provide additional information for Board understanding and decision making such that the Board can be assured.	CEO and Director of Corporate Services	Underway
18	The Board assures itself that a pipeline and/or over-programming of projects has the necessary level of readiness and approvals in place to provide flexibility to respond to delays in the delivery of programmed projects and the availability of CDEL in this, and future, spending reviews.	Work is underway on this action, with a report due to be presented to the Board for discussion at July Board, with investment scenarios.	CEO and Director of Corporate Services	Underway

19	The Board clarifies its objectives and strategy for community, and wider stakeholder, engagement and how it will evaluate its performance.	The approach and key actions for our engagement with the community and wider stakeholders is outlined in the Business Plan. The evaluation of community engagement is carried out as part of our KPI monitoring.	N/A	Complete
20	The Chair reviews the quality of the video recording of the Board meetings to ensure that it enables the public to see and hear all contributions to the Board's consideration of the agenda items.	The Director of Corporate Services is reviewing the AV equipment (including quality of video recordings).	Director of Corporate Services	Underway
21	The Chair clarifies with MHCLG when the Framework Document and Chair's letter will be received.	The Chair will continue to liaise with the CEO and MHCLG on these matters.	Chair	Underway
22	The Chair continues to work with MHCLG to explore the opportunities to improve the recruitment processes and timeliness of Board appointments.	The Chair will discuss this matter and any future actions required with MHCLG once new NEDs have been appointed. (see also action 3)	Chair, with input from CEO	Underway

Ebbsfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Tragic Incident at Bamber Pit
Paper Number: EDC 026/034
Presented By: Andrew Maynard, Director of Corporate Services
Sub Committee: N/A

Purpose of Paper and Executive Summary
This paper updates Board on the events surrounding the tragic incident of a fatality by drowning at EDC's Bamber Pit site on the 27th May 2026

EDC Business Plan & KPIs
Not Applicable

Recommendation
FOR INFORMATION
The Board is asked to **NOTE** the report and comment

Annexes
None

Delegation
Not Applicable

Financial Impact
Not Applicable- Update Only

Legal Impact
Not Applicable- Update Only

Equalities Impact
Not Applicable- Update Only

Stakeholders Impact
Ebbsfleet wider community is affected by the tragic incident

Sponsor Impact
Not Applicable

1. Background

1.1. A tragic incident occurred on 27th May 2026 at Bamber Pit, Swanscombe (within EDC's land boundary), involving a 15 year-old local boy, who entered the body of water at approximately 2:50pm.

1.2. The incident took place during a period of exceptionally hot weather. At the time the weather was clear/ sunny with a max temperature of 29 degrees, also coinciding with the school half-term holiday when increased public activity and unauthorised access to open water sites are typically observed. The individual had been present at the site with two others. There is no public access onto the site and it is likely that they entered through a gap in the palisade fence boundary that had recently been vandalised.

1.3. The individual was subsequently reported missing, prompting a multi-agency emergency response involving specialist search and rescue resources. Following an extensive search operation, the individual was sadly located deceased by attending search teams.

1.4. Following notification of the incident on 28th May 2026, EDC acted, supported by BNPPRE (BNP Paribas Real Estate) and specialist third party technical health and safety advisers. We initiated a coordinated response to review existing control measures, assess site security and safety arrangements, and identify any immediate actions required to reduce risk.

1.5. Several measures have been implemented, including temporary enhanced security presence, replacement / increased signage, review of boundary access, as well as frequency of inspections and repairs, post-incident specialist Health and Safety reviews, and engagement with external water safety organisations.

1.6. This is a tragic incident and our condolences go out to the family and friends of the deceased, and all those affected in the local community and beyond. We recognise that water safety is a key issue both in the Ebbsfleet Community and nationwide, and we will be working with local stakeholders and partners to continuously review our control measures across the Estate and the local area.