

Ebbsfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Part I Performance Report

Paper Number: EDC 026/045

Presented By: Mark Pullin, Director of Planning & Place

Sub Committee: Audit & Risk Assurance Committee, Investment Panel & Planning Committee

Purpose of Paper and Executive Summary

The purpose of this paper is to provide an update on the key areas of work for teams across the EDC since the last board meeting.

The pace of housing delivery continues to out perform comparable developments, regionally and nationally with market housing and affordable homes being delivered across 5 live outlets Infrastructure to support these homes is also continuing across the Ebbsfleet area with the opening of the Alkerden Education Campus and new Rosherville Primary School representing key milestones for the area. Focus has been given in this period to ensuring that Alkerden Hub moves forward at pace.

Significant work continues on Ebbsfleet Central with planning submissions being made and contractor procurement progressing alongside the strategic review. Springhead Bridge has been adopted by Kent County Council with work now focussing on the acquisition of the Bridge by KCC. Key cabling routing works took place along in Ebbsfleet Gateway during August as part of the investment in electricity infrastructure. Pre-construction works have started on the new Fastrack Tunnel under the Bean Road.

Following our previous successful engagement on the Swanscombe Peninsula work has now begun on the creation of a Spatial Framework for the area. The annual social value impact report has been published – with a total of £28,400,863 in the year 2025/26. The regular Ebbsfleet Living paper is attached in Annex A which summarises the significant amount of community activities and events that have been taking place during the summer – a particular highlight being the swimming opportunities provided for young people at Bluewater, as a result of a partnership between EDC and Bluewater.

EDC Business Plan

The matters covered in this paper are applicable to the delivery of most of the business plan priority actions and KPI targets.

**Recommendation
FOR INFORMATION**

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

Annexes

Annex A – Ebbsfleet Living September 2026

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

- 1.1 This month has seen the opening of the Alkerden Education Campus and new Rosherville Primary School representing a significant milestone in the delivery of Ebbsfleet. The Alkerden Education Campus provides an 8FE secondary school with sixth form, 2FE primary school and dual use indoor and outdoor sports facilities. The Rosherville School is a relocated and expanded school providing 2FE at Cable Wharf in Northfleet. Both schools provide exemplary learning spaces.
- 1.2 We are seeing housing completions following the forecasting we carried out earlier in the year which continue to buck market trends. Recent completions have been at Northfleet, Alkerden and Western Cross. Keepmoat are nearing completion of their Cable Wharf scheme which will involve the reopening of access to the promenade along the River Thames shortly. At Harbour Village we have seen a start on site of a collection of homes to be purchased by Gravesham Borough Council, we expect these to complete in spring 2027.
- 1.3 A key focus in recent weeks has been work with MHCLG and Eastern Quarry Limited on the delivery of Alkerden Hub. All parties are working collaboratively to achieve a start on site as soon as possible, the construction period is anticipated to be 18 months. The Hub is vital to the creation of the Alkerden Local Centre. Alongside this we have been working with partners to identify and bring forward homes at social rent and council housing, which is progressing positively.
- 1.4 Work on Ebbsfleet Central is progressing well, with strong working relationships now in place with HS1 and positive discussions with DfT. Early engagement with potential investors and developers has been encouraging, although the market context is one of the most challenging in the professional lives of the most senior property professionals. A key piece of joint work continues to be supporting the return of International Rail services to Ebbsfleet and there have been recent announcements by Tren Italia and Virgin which we are monitoring. I have now had a first positive direct discussion with Tren Italia, meetings are scheduled with both Eurostar and Virgin in the coming months. Work to refine and develop the economic proposition for Ebbsfleet Central, as part of Ebbsfleet and the North Kent region is progressing well, with primary research being undertaken to understand the local resident population and customers of Ebbsfleet International.
- 1.5 Across the organisation we are focussed on maximising opportunities for partnership working including with the local councils. This month we hosted a visit by the KCC Leader and some KCC cabinet members. We now have regular cycle of liaison with senior officers at both DBC and GBC. We continue to discuss the implications of local government reorganisation, it is unclear what the ramifications are of the central government announced on 7th September that it was pausing for Kent and Medway.
- 1.6 I have continued taking time to establish relationships with stakeholders. Notably during this period, had positive meetings with Deputy CEO of North Kent College, and the Deputy Director of Natural England.
- 1.7 I was pleased to host the first away day for the senior leadership team, comprising myself with the Directors and our Heads of. It was a positive and productive day, providing the starting point for the development of the new Corporate Plan to 2029, which is being developed alongside a refreshed Delivery Framework which will take a longer view. I am also delighted that Prof Sadie Morgan OBE will continue in her role as Chair of our Design Review Forum.

2. Organisation Update

- 2.1 There have been no health and safety incidents to report this month.
- 2.2 EDC hosted two work experience students during the summer term from Longfield Academy and Wilmington Grammar. One worked within the placemaking team, whilst the second had a particular interest in sustainability and worked with the Design and Sustainability Team.
- 2.3 The annual resident satisfaction survey for 2026 has been launched and findings will be published in early 2027.

3. Planning & Place

- 3.1 Planning Committee has met for the annual briefing/training day. The day provided an opportunity to visit completed development sites and locations for future schemes. We discussed key issues that have arisen during the last year and looked ahead to the remainder of 2026 and into 2027. A particular discussion during the day included the approach to sustainable transport and parking across Ebbsfleet. The Committee has also received a pre-application presentation from Redrow on their last phases of development at Alkerden South (Stonehaven Park).
- 3.2 The key updates on the various developments and sites are outlined in the table below.

Location	Update
Ebbsfleet Central	- A third non-material amendment to the outline planning permission was approved in August 2026, introducing an Archaeological Deferral mechanism to address the interaction between archaeological investigations and Natural England licensing constraints, whilst maintaining the underlying archaeological requirements. - Officers continue to assess a number of site-wide strategy and condition discharge submissions. These are at various stages of the process, including awaiting further information from the applicant, undergoing external consultation, or under consideration internally.
Northfleet Embankment West	Officers continue to work with Bellway and Savills to progress a significant number of outstanding planning conditions and condition discharge applications across Harbour Village. Following a detailed compliance review and subsequent chasers, a meeting has been requested to agree a programme for submission of outstanding information and resolution of identified breaches. Progress on Abacus Corner remains dependent on completion of the associated Section 106 agreement.
Eastern Quarry	- Work is continuing on the Eastern Quarry Section 106A application involving the financial viability appraisal. - We have received Ashmere Phase 5 Reserved Matters (229 dwellings) application. - Ongoing engagement on Alkerden South Phase 3 (c.128 dwellings) including Committee Member presentation and Design Review Forum - Pre-application discussions for a meanwhile use at Plot D in Castle Hill have been taking place.
Northfleet Embankment East	- Riverfront promenade works at Cable Wharf commenced in July following the grant of a Port of London Authority licence and are anticipated to complete this month, delivering a new section of publicly accessible riverside route. The new Rosherville primary school successfully underwent a pre-opening planning compliance inspection and opened to pupils this month. - Prior Approval for the demolition of existing structures at the Northfleet Embankment East site was granted in July 2026.

Swanscombe Peninsula	- The Port of London Authority's retrospective application at Swanscombe Peninsula SSSI is being progressed following the withdrawal of objections from Natural England and KCC Ecology - A Lawful Development Certificate relating to Bell Wharf, White's Jetty and associated land is under consideration comprising a review of historic planning records and evidence of past use. - Technical objections to the Manor Way business park planning application have largely been resolved, with the application progressing towards determination subject to resolution of a limited number of outstanding matters.
Weldon	Following completion of landscape compliance audits, four Breach of Condition Notices were served on Redrow in July 2026 relating to landscaping requirements across four separate phases of development. The Notices require the outstanding landscaping works to be completed by the end of November 2026, with officers continuing to monitor compliance and implementation.

- 3.3 Comments were submitted on the Gravesham Local Plan Regulation 19 consultation. We have also been liaising with Gravesham officers following the recent refusal of the Northfleet Harbourside planning application by the Secretary of State.
- 3.4 Following a recent procurement process, we have appointed Frame Projects to administer the Ebbsfleet Design Forum and Community Review Panel. Frame Projects have been running the Design Forum since 2022 and the work will now expand to include the Community Review Panel that we trialled in December 2025. Sadie Morgan OBE will continue in her role as Design Forum Chair.
- 3.5 Following the Swanscombe Peninsula engagement work we undertook in late 2025/early 2026, we have now commenced work on the next phase which is to develop a spatial framework for the area. The engagement that was previously carried out identified lots of similar ideas from residents, businesses and other stakeholders but a small collection of issues were identified for future discussion. The latest work will include 3 guided site walks, 4 stakeholder workshops and general public engagement including at the Winter Lights Festival. The programme is currently being finalised but we are intending on reporting a final version to the Board for approval in March 2027.
- 3.6 We have published our annual social value impact report which can be viewed here: - [5.-EBBSFLEET IMPACT REPORT 2026 V5 14.09.26-DIGITAL Final-draft-compressed.pdf](#). The regular Ebbsfleet Living paper is attached to this report in Annex A.

4. Development Update

Ebbsfleet Central

- 4.1 The Invitation to Tender (ITT) stage of the Lot 1 contractor procurement for the roads, utilities and station forecourt elements of the Phase 1 infrastructure works is in progress with tender returns due on 15 October 2026.
- 4.2 Lot 2 of the ITT, relating to buildings and structures works, is now on hold pending a project review, agreed previously by the Board, 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 is progressing well and is due to

conclude in early 2027. Detailed discussions have been held with DfT and HS1 in this period, as well initial discussions with a range of potential investors and developers.

- 4.3 Following the grant of outline planning permission in March, work has been continuing on the Site Wide Strategies, and the Area Masterplan and Area Design Code for the first phase of development (EC2). Four of the ten site wide strategies have now been submitted to the LPA and we are targeting a September submission of the Area Masterplan and Area Design Code.

5. Infrastructure & Enabling Projects

Springhead Bridge

- 5.1 Certificate of Construction Compliance, Section 278 and Section 38 certificates have been issued by Kent County Council to EDC, confirming that the bridge has now been formally adopted. Legal teams are currently progressing the land transfer and title documentation to facilitate the final acquisition.

Electricity Supply Infrastructure

- 5.2 Northfleet Embankment Primary Substation is complete, with only the northern perimeter fencing and final two 11kV cable installations outstanding. The adjacent flint wall requires stabilisation, with UKPN and the landowner currently agreeing remediation, maintenance responsibilities, and liability before repairs can proceed.
- 5.3 Draft legal agreements for the substation, easement and culvert works have been substantially agreed between EDC and UKPN and are now under review by London St Pancras High Speed and the Department for Transport. Discussions continue over technical approvals, legal costs and the loss of parking spaces at Ebbsfleet International Car Park D, with further negotiations required before the agreements can be finalised.
- 5.4 Cable routing works along Ebbsfleet Gateway are complete, and planning for the Ebbsfleet Central Primary Substation remains on track, with the remaining surveys, drainage approvals and supporting documentation on track for inclusion in the planning submission.

Fastrack - Bean Tunnel

- 5.5 Legal negotiations between all parties on the Consolidated Agreement are back on track following delays caused by Bluewater. Contractors have now commenced pre-construction works on the Bluewater side of the planned tunnel location.

6. Recommendation

- 6.1 Board is asked to note the update.

Ebbsfleet Living – September 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 Development in Ebbsfleet

2.1. [Our Ebbsfleet](#), a new community-led website developed through the Resident Connectedness project, by the [Ebbsfleet Community Board](#) was successfully launched on 11th July. Created and managed by a team of local resident volunteers, the platform provides a central hub for information about local events, activities, community groups, volunteering opportunities, facilities and services. Since its launch, the website has helped to strengthen communication across Ebbsfleet by providing residents with an easy way to discover what is happening locally and promote their own community activities. The successful launch demonstrates the value of resident-led initiatives and represents an important step towards building stronger community connections, increasing awareness of local opportunities and supporting a more informed and engaged community.

2.2. The Ebbsfleet Community Board met on 14th July, where they reviewed and agreed new Terms of Reference which enshrines a process where they are becoming increasingly independent whilst providing support and guidance to both EDC and EGCT around resident's priorities. The Community Board also reinforced expectations of member to get involved in delivering activities, projects, and attendance. A sub-group has now been set up to lead a new round of recruitment over the autumn period, and a two-tier membership approach is to be established for those who can not commit to the full-time expectations now established.

2.3. The second round of applications to the [Ebbsfleet Community Fund](#) closed for entries on 28th August, and the review Panel will review applications on the 9th of September, for delivery of the autumn period. Many of the successful applicants from the Round 1 applications were delivered over the summer period. Examples of successful projects funded can be seen on the EGCT website. The third bidding round for the current year is now open with a closing date of 20th November 2026.

2.4. EGCT have been recruiting for their first [Chief Executive](#) over the summer period and have also welcomed Peter Hawthorne as a Trustee to represent EDC on their Board.

2.5. The opening of [Weldon Wellbeing Pavillion](#) and during the Spring has enabled a considerable increase in community activity in the venues over the summer. Membership of the Wellbeing Pavilion is significantly ahead of expectations. Freedom Leisure the

operator has been extending their programme for both sporting and community activities, with the outdoor 3-G pitch being particularly popular with local clubs.

2.6. The inaugural meeting of the Performance Review Board, which reviews how well the Wellbeing Pavillion is delivering against the objectives of the agreed Community Use Agreement has taken place. The Board includes representation from EGCT, EDC and Freedom Leisure, the meeting provided an opportunity to review the operation of Weldon Pavilion for its first month of operations; monitoring performance and usage and to ensure that Freedom Leisure continues to deliver accessible and inclusive opportunities for residents. The review forms part of the ongoing partnership approach to ensure that community assets deliver maximum benefit for residents and respond to local needs, whilst being economically sustainable in their operation. The group shall meet again during September to monitor progress in the first quarter of operation.

2.7. The [Weldon Heart](#) neighbourhood house has also extended its reach over the summer. Opening for lunch 5 days per week has proved highly successful, whilst a wide variety of activities have also taken place including holiday club, craft workshops, writing for wellbeing sessions and an outdoor butterfly picnic.

2.8. Work is now underway on the North Kent Sports Facilities Assessment and Strategy, a collaborative project involving EDC, DBC, GBC, Active Kent & Medway, and Sport England. The study will provide a comprehensive evidence base for indoor and outdoor sports and recreation facilities across North Kent, assessing current provision, future demand, and any facility shortfalls up to 2040. The work will consider the needs of both existing and growing communities to identify priorities for investment, improvements to existing facilities, opportunities for new provision and potential funding and partnership opportunities. The strategy will support future planning and infrastructure decisions, helping to ensure that residents have access to high-quality, accessible, and sustainable sports facilities that promote health, wellbeing, and active lifestyles.

2.9. The Whitecliffe Community Liaison Group met on 3rd August to review planning, infrastructure, and estate management matters across Western Cross, Alkerden and Castle Hill. Key updates included confirmation that the Section 106 contribution towards policing and community safety initiatives has been passed to Kent Police, progress on road adoptions, continued work on parking management and discussions around the impact of the temporary Fastrack bus route. Considerable time was also dedicated to resident concerns regarding Port of London Authority licence charges. These meetings provide a valuable forum for residents, developers, estate managers and EDC to discuss local issues, review actions, and identify practical improvements.

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

3.1. 'Mouthful' is a community-led food heritage project (supported by EDC and Clarion) celebrating the diversity, creativity, and cultural identities of Ebbsfleet residents through food, storytelling, illustration, and shared experiences. The project culminated in a community event on 20th June at Platinum Jubilee Park, and the publication of Mouthful, a community cookbook featuring recipes, stories, illustrations, and oral histories contributed by residents, chefs, artists, and volunteers. The publication, contains details of nine collaboratively developed recipe sessions through chef-family partnerships,

resulting in 18 recipes shared through 36 pages of commissioned cookbook illustrations created by 6 local artists and schools workshop reaching 120 pupils. The launch event featured several workshops and was attended by up to five hundred residents.

This collaborative programme celebrates the cultural diversity of Ebbsfleet residents demonstrated by this quote: *"I wasn't sure whether anyone would be interested in my recipe, but the session made me realise that food is a big part of my family's story. It was lovely to share memories of cooking with my parents and to see those traditions become part of something that represents the wider community. It made me feel like I belong here."*
-Recipe session participant

- 3.2. The Ebbsfleet Markets programme has continued successfully throughout the summer, building on the momentum established during the Spring pilot period. The June market formed part of the wider Mouthful Festival programme, helping to attract new visitors and showcase local food, producers, and community activities. Markets held over the summer months have been self-funded by Kent Food Hubs CIC and continued to provide a popular community destination, bringing together independent traders, local organisations, and residents in a vibrant and inclusive environment.
- 3.3. Following a competitive procurement process, EDC has entered into a new three-year contract with Kent Food Hubs CIC to design, deliver and develop the Ebbsfleet Market programme through to March 2029. The contract will support the delivery of a programme of regular markets, alongside trader recruitment, community engagement, marketing, and a clear pathway towards long-term financial sustainability. The programme will continue to build community participation, support local enterprise, and strengthen the market's role as a key community asset for Ebbsfleet. The new contract aims to establish a sustainable market model, delivering up to ten markets per year, creating opportunities for local traders, volunteers, and community groups, and reducing reliance on public funding over time through increased commercial income and sponsorship.
- 3.4. The Salvation Army repeated their programme of Summer Youth Pop Ups delivering four sessions across parks and open spaces in Ebbsfleet throughout the school holidays. After the first two sessions a member of the team shared the following update: *The pop ups have been incredibly popular - we had 96 in Swanscombe Park and 302 in Castle Hill and whilst we know that some of this number came to see the Eclipse - it was great to meet those who may not have planned to see us! We were able to live stream the eclipse from the outside screen of Esther (the mobile community space) too - so it was tremendous! Our team too this year has just been phenomenal - and for them we are just so grateful.'*
- 3.5. Ebbsfleet Baptist Church moved most of their activities outdoors over the summer period, including the weekly Ebbsfleet Coffee Morning held in Castle Hill Park for the summer, where they shared picnic blankets, snacks, games, and conversation. The group also held 2 Coffee shop craft sessions (28th July and 25th August) in the Blue Bean – which offered families a free craft session for the morning. The Sunday health walk and run group continued during the summer, and their church service included a pop-up as a Forest Church, held at Shorne Woods Country Park.

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

- 4.1. 30th August saw the return of the Ebbsfleet Outdoor Cinema. Run by Arts Point, a local resident and arts producer and supported by EDC, the event was expanded this year to include an early year and family's session at Weldon Heart in advance of the evening screening at Platinum Jubilee Park. The afternoon session – which saw over 140 attendees mostly families with young children included soft play, crafts, and face painting. In evening screening of the Greatest Showman – a film selected by the community who submitted over five hundred votes – was attended by over 750 people and supported six local vendors.
- 4.2. In response to the exceptionally warm summer weather and growing national concerns around young people entering rivers, lakes and other open water environments, EDC worked with local partners to develop two new community safety initiatives aimed at improving awareness, confidence and resilience amongst children and young people. The first was a programme of free open water swimming lessons delivered at the Hangloose venue at Bluewater throughout August, providing young people with the opportunity to develop water safety knowledge and open water swimming skills in a supervised environment. The second was the Duke of Cornwall Community Safety Award, delivered in partnership with KCC Community Wardens and the Kent and Medway Resilience Forum, which introduced children and young people to key topics including emergency preparedness, first aid, fire safety and the role of the emergency services.
- 4.3. 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 is working in partnership with Involve Kent to engage residents across Ebbsfleet and the surrounding neighbourhoods and build capacity within the local VCSE sector. Involve Kent has connected with local organisations to identify and list volunteering opportunities and has developed a list of interested volunteers, some of whom have already been matched with suitable opportunities.
- 4.4. On 30th June EDC hosted the next stage of the stakeholder workshops on Closing the Skills Gap, to find solutions to the local construction skills with DBC. Stakeholders from referral partners, housebuilders and developers, training providers and local authorities gathered to discuss a suggested collaborative, multi-partner approach designed to take young people not in education, employment or training (NEET) through training and work experience into sustainable job opportunities. The group agreed the suggested programme and committed to support its delivery. EDC have since taken the programme through procurement and appointed uriehy to deliver to the first cohort of participants in September/October
- 4.5. EDC are working with the Kent & Medway Careers Hub to align a new education outreach programme with Government expectations around 'modern work experience', EDC procured a partner to deliver a regular support and intervention programme with 5 key local secondary school, designed to ensure a core group of 50 year 8 students from each of the 5 schools receive coaching, mentoring and work experience opportunities, the programme engages students through 3 academic years. This innovative approach

ensures selected students gain awareness and are encouraged into a career in the built environment and get the relevant support to progress into the sector. The programme will be delivered at Alkerden Academy, Ebbsfleet Academy, the Leigh UTC, Northfleet Technology College, and Northfleet School for Girls, starting this term. The Careers Hub also launched the 'Let's make it work' campaign to encourage employers to offer modern work experience to local students, with EDC using our recent programmes with schools as best practice examples.

- 4.6. EDC staff delivered a series of events and workshops over the reporting period which encourage learning through design and build activities. Four short, in-school workshops were held at Northfleet School for Girls and Ebbsfleet Academy focused on design, land buying and hands-on construction projects during June and July. EDC staff gave apprenticeship advice to St George's and Northfleet School for Girls, whilst the Ebbsfleet Central team and their suppliers delivered an all-day Design Workshop to ninety students. The students designed a zone in Ebbsfleet Central to the needs of their personas and created mood board collages of what they felt they would need. These workshops have now been delivered in six schools to over seven hundred students.
- 4.7. Through EDC's relationships with local schools, six students were able to attend the [SECTEC](#) funded built environment camp at the Built Environment School Trust (BEST)'s 'Constructionarium' in Norfolk during the second week of June. Engineering students from St John's, Northfleet Technology College and the Leigh UTC, joined students from North Kent College creating infrastructure for a rail line and bridge. In a separate piece of work, SECTEC is developing resource to signpost students into the construction sector and encourage employers to offer early career opportunities also. One of EDC's Town Planning apprentices Phoebe May was the star of a film to promote this pathway, with support from Bellway and Chartway who allowed the filming to take place on their Alkerden developments. These are notable examples of how the SECTEC funding gained by North Kent College and EDC's relationship building with local schools and our contractors, can have greatest impact through collaboration.
- 4.8. 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. In July, the forum held its summer social at Arrow Riding School, raising funds to support the school's work with disabled young people.
- 4.9. [Whitecliffe Lake parkrun](#) has continued to grow in popularity throughout the summer, maintaining strong participation and volunteer support each week. Between mid-June and 1st September, the event welcomed a steady stream of first-time visitors and tourists, celebrated numerous participant milestones, and benefited from continued elevated levels of volunteer involvement. The event remains a valued part of Ebbsfleet's health and wellbeing offer, providing a free, inclusive opportunity for residents and visitors to be active, meet others and enjoy Whitecliffe's open spaces. As of 1st September 2026, Whitecliffe Lake parkrun had hosted forty-three events, attracting 4,812 registered participants, recording 8,926 finishes and supported by 322 volunteers.
- 4.10. Following 18 months of successful delivery, the Park Tennis programme at Castle Hill has now ended. Delivered in partnership with the Lawn Tennis Association, the programme provided free, weekly tennis sessions for residents of all ages and abilities and generated hundreds of free tennis playing opportunities over the course of the

initiative. During the final months of delivery, a temporary gap in court availability caused by the replacement of court nets, combined with reduced availability of volunteer coaches, made it increasingly difficult to sustain the programme.

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

5.1. EDC has continued its partnership with national charity Youth Leads UK to develop a Youth Opportunities and Delivery Plan for Ebbsfleet. The project has sought to build a robust understanding of current and future youth needs, engage young people and stakeholders, identify gaps in provision, and establish a strategic framework to guide future Section 106 and partnership investment in youth services and opportunities. Research, stakeholder engagement and gap analysis have now been completed, with feedback gathered from almost four hundred young people and youth-focused organisations helping to inform the evidence base and recommendations. The final report is under production and will be officially launched at Weldon Pavilion on 16th September. Contributors to the project, along with a range of local stakeholders including local MPs and ward councillors, have been invited to attend the launch event. Following the event, the report will be made publicly available and will provide a clear set of recommendations to support future investment, partnership working and delivery planning for young people in Ebbsfleet.

5.2. The Ebbsfleet Writing for Wellbeing programme, funded by EDC and delivered by Hope on Prescription CIC, has secured Arts Council funding, supported by match funding from EDC and partner organisations, enabling the programme to continue and expand across Dartford. During the summer, a series of pop-up creative wellbeing sessions were delivered at Blue Bean Café, providing accessible opportunities for residents to engage with creative writing and connect with others in an informal setting. The next series of workshops has now commenced at Weldon Heart and is already attracting participants from across Ebbsfleet and neighbouring communities. Planning is underway for the second and third blocks of delivery, with partners exploring opportunities to use the Salvation Army's mobile community space to reach neighbourhoods that currently have limited community facilities, including Harbour Village, Cable Wharf and Ebbsfleet Cross. Discussions are also taking place with the new schools at Alkerden and Cable Wharf to secure suitable venue space.

5.3. Following the completion of the pilot Community Organisers programme, a workshop was held with the Ebbsfleet Community Board on 24th June to review learning from the project and consider priorities for future community development activity. The outcome of this session has shaped the 2026/27 programme, which will focus on broadening resident participation through the launch of the [‘1000 Acts of Kindness’](#) campaign and the development of a network of local Community Organisers. The programme aims to build community capacity by supporting residents to connect with neighbours, identify local priorities and act on issues that matter to them. Delivery will include a series of Community Organisers training sessions, resident-led listening activities, and community engagement initiatives, culminating in a large-scale community conversation event in March 2027. The roadmap for the year ahead is designed to create stronger community

connections, support the emergence of local leaders and increase resident involvement in shaping Ebbsfleet's future.

5.4. The contract for the Ebbsfleet Cycling Development Programme has now been signed with Cyclopark, securing an 18-month programme of cycling skills, confidence building and guided ride activities for local schools and communities. The programme will work with schools across Ebbsfleet to deliver cycling assemblies and coaching sessions designed to improve cycling skills, confidence and awareness of safe cycling, alongside a series of community "Big Bike Days" featuring learn-to-ride activities for children, adults and families, guided rides and cycle maintenance support through Dr Bike sessions. The programme will also provide access to bikes and helmets for participants who do not have their own equipment and will culminate in coached sessions at Cyclopark. The programme builds on the success of the Ride Ebbsfleet pilot and aims to encourage more residents to cycle for recreation, health, and travel.

5.5. EDC has provided funding and capacity-building support to the Ebbsfleet Health Alliance (EHA), a resident-led group delivering a programme of health and wellbeing activities in response to local interests and priorities. Since funding was awarded, EHA has successfully delivered its first community wellbeing event, the Fire & Ice Workshop, which brought together residents to explore wellbeing through movement, breathwork, and community connection. Building on this momentum, EHA is now preparing to deliver the Hormonal Era Festival in September, a dedicated event supporting women navigating perimenopause and menopause through expert-led workshops, education, and peer support. The continued development of the Alliance demonstrates the potential for resident-led initiatives to create sustainable, community-based health and wellbeing opportunities, with EDC's support helping to establish the foundations for a long-term programme of activities across Ebbsfleet.

6. Forward Look

6.1. On 3rd October the Northfleet Creative Steering Group will host [Open Northfleet](#) – a weekend celebration of culture and creativity across the area, to include open studios, workshops, an arts trail and exhibitions. This celebration marks the conclusion of the Place Partnership project which was jointly funded by GBC, EDC, and Creative Estuary to support creative entrepreneurship in Northfleet.

Importantly the event also launches the next phase of the collaboration that has evolved through the project with a mission '*to make creativity part of everyday life in Northfleet. By supporting artists, working alongside local communities, and building partnerships across the borough, we aim to create free cultural experiences that bring people together, celebrate local identity and inspire future generations.*' This collaboration is an excellent example of how seed funding from EDC and partners can build local capacity. We are excited to follow how these practitioners may evolve into the future tenants of Northfleet Pathway.

- 6.2. EDC has established a new partnership with Latimer by Clarion Housing Group, to bring forward a programme of community-focused activity in Western Cross. Responding directly to resident feedback requesting more opportunities for community participation in this neighbourhood, Latimer have funded Archibeats to deliver a programme that will work with local young people to help shape the design and future use of a new public space within Western Cross. In parallel, EDC and Latimer are exploring opportunities to introduce the Public Living Rooms initiative, developed by Camerados, creating welcoming and informal spaces where residents can meet, connect and build relationships. Together, these initiatives aim to strengthen community connections, increase local ownership of public spaces, and provide more opportunities for residents of all ages to become involved in shaping their neighbourhood.
- 6.3. EDC have begun conversations with Gravesham Borough Council and Sport4Change to explore opportunities to upgrade facilities and accessibility of the Wombwell Pavilion in Northfleet. The sports and community hub, owned by GBC and occupied by Sport4change offers vital local space for training, sport and leisure clubs and groups to meet but needs capital investment. EDC will continue to collaborate with these partners to explore potential investment to support improvement works.
- 6.4. EDC has received national recognition for its approach to social value and community-led placemaking through selection to present at the 10th Healthy City Design Congress 2026. The paper, titled “Aligning Economic, Environmental and Health Objectives through Social Value Frameworks in Large-Scale Urban Regeneration,” highlights Ebbsfleet’s work embedding social value, resident leadership, and community stewardship within the Ebbsfleet programme. The submission was accepted for oral presentation at the congress in October, providing an opportunity to showcase Ebbsfleet’s approach to an international audience of planners, public health professionals, developers, and policymakers. In addition, EDC have been invited by the congress organisers to take part in a roundtable discussion, “Healthier Places by Design: Aligning Regeneration, Infrastructure and Investment,” which will be attended by leading figures in the healthy city’s movement, including Lord Crisp. This recognition reflects the growing profile of Ebbsfleet’s community development and social value work as an example of best practice in healthy and sustainable place-making.
- 6.5. The 2026 Resident Satisfaction Survey (RSS) will launch on 7th September, providing residents aged sixteen and over across the eight Ebbsfleet neighbourhoods with an opportunity to share their views on life in the Garden City. The survey forms a key part of EDC’s evidence base for understanding resident experiences, tracking changes over time and informing future investment, services, and community priorities. Delivered by Lake Market Research, the survey aims to secure at least 1,000 responses across Alkerden, Ashmere (Western Cross), Cable Wharf, Castle Hill, Ebbsfleet Cross, Harbour Village, Springhead and Weldon, using a combination of face-to-face engagement and online completion methods. The survey will build on previous years’ research by repeating core questions to enable trend analysis, while also expanding opportunities for residents to provide qualitative feedback through open-response questions. Findings will be used to produce neighbourhood-level insights, identify emerging strengths and challenges, and support EDC and its partners in ensuring that the Garden City continues to evolve in

response to resident needs and aspirations. The survey will remain open until 18 October; results will be analysed after this date and shared in early December.

- 6.6. EDC will deliver two community engagement events in October as part of its ongoing programme to welcome new residents, strengthen neighbourhood connections, and promote local opportunities. On 16th October, a Neighbourhood Gathering will be held at Springhead Community Garden, bringing residents together through family activities, entertainment, free tree and plant giveaways, and opportunities to meet local community groups and organisations. This will be followed on 17th October by a larger celebration marking the opening of Chimney View Park and its new play area, which was designed with input from local children. The event will provide an important opportunity to bring together new and existing communities in the neighbourhood while celebrating a significant new community asset. Activities will include basketball coaching and games delivered by a local player and coach to activate the new courts, a pop-up play session delivered by a Gravesham-based small business, children's entertainment, face painting, refreshments and further tree and plant giveaways. Together, these events will promote community cohesion, encourage use of local green spaces and facilities, support local businesses, and help residents build stronger connections within their neighbourhoods.

Ebbfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: End of Q1 2026/27 Finance and Corporate Performance Report

Paper Number: EDC 026/046

Presented By: Andrew Maynard, Director of Corporate Services

Sub Committee: Not Applicable

Purpose of Paper and Executive Summary

To inform the Board of the financial forecast for 2026/27 (including spend to date for Q1) and a review of the Corporation's performance at the end of Q1 against the 2026/27 KPIs and business plan priorities.

EDC Business Plan

The items covered contribute to the general running and strategic performance of the organisation and provides an end of Q1 assessment against the Business Plan and associated KPIs.

Recommendation

FOR INFORMATION

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

Annexes

Annex A – Quarter 1 2026/27 Corporate Performance Review (Business Plan Priorities and KPIs)

Delegation

Not Applicable

Financial Impact

As outlined in the report.

Legal Impact

Not Applicable, unless specifically referenced in the relevant section.

Equalities Impact

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

Stakeholders Impact

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

Sponsor Impact

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

1. Introduction

1.1. This paper updates the Board on the end of Q1 position for 2026/27.

1.2. The report also details the performance against the Business Plan priorities and associated corporate KPIs and Organisational Performance Indicators at end of Q1 2026/27.

2. 2026/27 Revenue (RDEL) Position

2.1 EDC's revenue (RDEL) funding allocation from MHCLG for 2026/27 is £6.5m and covers both Admin and Programme expenditure. MHCLG in addition has allowed EDC to utilise up to £1m receipts to complement this allocation, meaning available funding of £7.6m.

2.2 The draft outturn position is shown at Table 1, shown alongside the original budget and the most recent forecast in July 2026. Total expenditure for the year to date is £1.5 m and the EDC is on track to fall within its available funding for the year.

2.3 Income in year from planning fees is £55k, with £75k generated from rental receipts from EDC's owned sites across the year. The summary position is shown below in Table 1

Table 1: EDC Revenue 2026/27				
2026/27 Budget	Spend Qtr. 1 to Jun-26	Full Year Budget	Full Year Draft Forecast	Full Year Variance
	£m	£m	£m	£m
Board and Employee Costs	1.0	4.3	4.2	(0.0)
Non-Pay	0.3	1.4	1.5	0.1
Revenue Programme	0.2	1.3	1.2	(0.1)
Estates Management	0.1	0.6	0.6	
Total Expenditure	1.5	7.5	7.5	(0.0)
Funded by:				
Income from Owned Sites	(0.1)	(0.3)	(0.5)	(0.2)
Planning Fees Income	(0.0)	(0.2)	(0.2)	
Other Income	(0.0)		(0.0)	(0.0)
In Year Income	(0.2)	(0.5)	(0.8)	(0.2)
Receipts Rolled Forward		(0.5)	(0.2)	0.2
MHCLG Grant	1.3	(6.5)	(6.5)	0.0

3. 2026/27 Programme Expenditure – Capital

3.1. The capital (CDEL) allocation from MHCLG for 2026/27 was confirmed at £23.47m. This excludes any CDEL receipts generated by EDC in year.

3.2. The overall CDEL programme is monitored against 3 key objectives. These are listed in Table 2 below along with the 2026/27 capital allocation, the associated overprogramming position (discussed with EDC Board in July 2026) and the Q1 actual spend breakdown.

Table 2: EDC Programme Expenditure – Capital 2026/27			
2026/27 Capital Budget	Capital Allocation	Overprogramming Position	Spend to end Jun-26
	£m	£m	£m
OBJECTIVE 1: Build new homes and support inclusive growth, with resilient infrastructure and a healthy environment	0.0	3.6	0.0
OBJECTIVE 2: Drive the delivery of Ebbsfleet Central as a thriving, economically sustainable town centre	8.9	6.6	1.3
OBJECTIVE 3: Create the connections and social infrastructure that underpin a successful new town	13.8	13.8	0.9
Other	0.8	1.0	0.1
Total	23.5	24.9	2.3

3.3. At the July Board, when looking at 2026/27 and the four-year Capital Investment Programme, EDC has taken an overprogramming approach, noting that it gives the team the ability to act with agility and manage the risk of project delays and corresponding underspends.

3.4. Current Spend to date is £2.3m, mainly driven by the Weldon Community Buildings and Ebbsfleet Central projects. While spend is forecast to accelerate in the remaining quarters, the overall expenditure will remain within the funding envelope for the year.

3.5. It is important to note that adding additional projects to the Programme and forecasting accelerated spend in other areas, brings risk, which having an overprogramming approach as a whole is designed to mitigate.

3.6. Key Areas of the Capital Programme for 26-27 include:

- The Construction Skills Academy;
- The start of construction for the Alkerden Hub, and associated multi-stakeholder agreement to ensure commencement of the works within the timeframe.
- Ebbsfleet Central, progressing through the project review stages.

4. 2026/27 Programme Expenditure – Revenue (RDEL)

- 4.1 The available programme revenue budget (included within the overall RDEL budget) for 2026/27 is £1.1m (plus contingency).
- 4.2 The RDEL programme is monitored under four activity headings. These are listed in Table 3 along with the 2026/27 actual spend breakdown.
- 4.3 There is currently an overprogramming of £100k included as part of the overall Board review.

Table 3: EDC Programme Expenditure – Revenue 2026/27		
2026/27 Programme Revenue Budget	Spend to end Jun-26	Full Year Forecast
	£k	£k
Transport and Utilities	13	201
Civic	42	242
Place	100	684
Other	-	81
Total	155	1,208
2026/27 Budget (excluding receipts)		1,100
Variance - Over/(underspend)		108

5. 2026/27 End of Q1 Corporate Performance Review

- 5.1. Every year, EDC is required to prepare and publish an annual Business Plan that sets out the Corporation's key actions for the year alongside information on budget and risks.
- 5.2. Attached at **Annex A** is the Performance Report that sets out our agreed and published priorities for 2026/27 and information on how the Corporation has performed against these. For each business plan priority (Table 1) and KPI (Table 2), an assessment of whether the objective is on target has been noted.
- 5.3. Business Plan Priorities
- 5.3.1 Overall, EDC are performing well against the business plan priorities for 2026/27, with the majority of these on track.
- 5.3.2 Significant achievements so far during the year include:
- First stage of Ebbsfleet Central contractor procurement process for roads, utilities and station forecourt package has concluded.
 - An approach to the design work of our exciting Blue Lake project has been agreed, a key part of our Ebbsfleet Central Strategy
 - Physical works to the Chimney View Park in Northfleet have completed.

5.4. Key Performance Indicators (KPIs)

5.4.1 Attached at Table 2 of **Annex A** is a summary of EDC's performance up to end of Q1 against the annual KPI targets set out in the Business Plan.

5.4.2 Key areas throughout the first quarter are:

- 82 new homes were completed in Q1, with 9 of these being classed as affordable, being on track to hit EDC's annual target.
- £32.4m of private sector investment has been delivered.
- 159 construction jobs have been enabled in the Ebbsfleet urban development area.

6. Conclusion and Recommendation

6.1. Board are asked to **NOTE** the 2026/27 CDEL and RDEL positions at end of Q1.

6.2. Board are asked to **NOTE** the progress of the Corporation's work so far in 2026/27 against the agreed Business Plan, including the Business Plan priorities and KPIs.

2026/27 Corporate Performance Update – Quarter 1 (Progress to 30th June 2026)

The EDC's 2026/27 Business Plan set out a number of priority actions that the Corporation is seeking to deliver by the end of March 2027.

The table below reports on EDC's progress against each of these priorities as at 30th June 2026.

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

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

Commitment By the end of March 2027, we will have:	Comments (Progress up to 30th June 2026)	RAG STATUS
Objective 1: Build new homes and support inclusive growth, with resilient infrastructure and a healthy environment.		
Supported the delivery of more than 300 new homes and proactively worked with partners to increase the range of housing products and tenures in future years, including Social Rent.	82 homes were completed in the first quarter including 9 affordable homes. Conversations have been initiated with landowners, registered providers and the local authorities to explore opportunities to expand the range of housing products including social rented homes.	GREEN
Made substantial progress so that we are ready to appoint a contractor in 2027 to deliver a creative-led workspace and on-site youth activities to support wider community activity in Northfleet.	Work has focused on on-boarding the Operator, engaging with the design team ahead of RIBA 3 design (due to commence in Q2) and completing a programme and contractor procurement review.	GREEN
Delivered construction education and employability programmes for residents of Dartford and Gravesham Boroughs, and, with partners, sought to expand additional access to local skills training through a local construction skills hub.	We have initiated dialogue with Vistry/Clarion, EQL and NHBC regarding a site in Western Cross. Further meetings have been arranged for Q2. A decision from the NHBC on when they proceed with a fourth hub in their programme is now expected in Q3.	GREEN

Commitment By the end of March 2027, we will have:	Comments (Progress up to 30th June 2026)	RAG STATUS
Published a future vision for the Swanscombe Peninsula in liaison with partners and stakeholders.	The final report summarising the previous engagement process was published, and an initial programme has been drafted for the creation of the future vision. Procurement is planned for Q2, further targeted engagement in Q3 and publication of the vision in Q4.	GREEN
Completed initial design proposals for bringing Blue Lake back into use to provide amenity space.	An approach to the design work has now been agreed and work to initial this in Q2 is underway.	GREEN
Delivered the key infrastructure required for the Garden City with a key focus on: a) Investigated the feasibility and value for money of delivering additional odour control at Northfleet Wastewater Treatment Works. b) Completed the construction of Northfleet Embankment Primary Substation to secure necessary electrical supply for new homes and businesses.	Planned update to the existing odour contours mapping with additional odour sampling, which will feed into the revised odour model to progress with Southern Water to be undertaken mid-August 2026. Construction of the Northfleet Embankment Primary Substation largely complete, with boundary fencing enabling works being planned by UKPN. 11kv cabling to be installed once boundary fencing complete.	GREEN
Objective 2: Drive the delivery of Ebbsfleet Central as a thriving, economically sustainable town centre.		
Appointed a contractor to undertake detailed design for the roads and utilities for Ebbsfleet Central Phase 1A in early 2027 and have submitted plans to secure the necessary planning consents.	The first stage of the contractor procurement process for the roads, utilities and station forecourt package, the Invitation to Participate, has concluded with 5 bidders shortlisted for the Invitation to Tender stage.	GREEN
Confirmed a clear plan for delivering the wider infrastructure required to unlock the development potential at Ebbsfleet Central and progressed contractor procurement.	A project plan to map out the work required to confirm a clear plan for delivering the wider infrastructure required to unlock the development potential at Ebbsfleet Central has now been developed and approved.	GREEN
Identified opportunities for early activation and established a plan for meanwhile use and an incremental approach to creating a new place at Ebbsfleet Central.	A project plan to map out the work required to establish a plan for meanwhile use and an incremental approach for creating a new place at Ebbsfleet Central has now been developed and approved.	GREEN
Refined our approach to bringing forward development on Ebbsfleet Central West including exploring opportunities to deliver strategic open space at Central Park.	A project plan to map out the work required to refine our approach to bring forward development on Ebbsfleet Central West, including engagement with the relevant parties on the Central Park site, has now been developed and approved.	GREEN

Commitment By the end of March 2027, we will have:	Comments (Progress up to 30th June 2026)	RAG STATUS
Advocated for the return of international rail services to Ebbsfleet International Station including working with relevant partners and stakeholders.	Key stakeholders identified and regular meetings underway via two separate forums. Operator engagement has commenced.	GREEN
Undertaken developer engagement resulting in a refreshed and agreed strategy for securing the right private sector partner to attract private sector investment.	A developer engagement plan including key messaging and key target organisations was presented to and approved by Investment Panel in June 2026. Initial developer conversations will be held in Q2.	GREEN
Objective 3: Create the connections and social infrastructure that underpin a successful new town.		
Supported the delivery of Alkerden Local Centre including commencing the construction of Alkerden Hub.	Discussions have been continued on the revised Area Masterplan for Alkerden and a revised version is expected in Q2. Planning conditions are being considered for the Alkerden Hub. Work is ongoing to complete the legal agreements required to commit the construction works for the Hub.	AMBER
Aligned and progressed an investment programme at Castle Hill to improve the quality and offer of the local centre. a) Progress proposals for a meanwhile use community building on Castle Hill Block D b) Undertake design work on proposals for a permanent new community building on Castle Hill Block D.	Proposals for the principle of the meanwhile use community building have received Board Approval and initial discussions have been held with a temporary building provider. The initial work on plans for the permanent community building have been put on hold, with the aim of ensuring the final design brief responds to the learning from the meanwhile use facility on site.	GREEN
Supported proposals for a re-development of the Swanscombe Pavillion and associated facilities.	Initial meetings have been held with the Swanscombe and Greenhithe Town Council and Dartford Borough Council about the project.	GREEN
Supported the delivery of Rosherville Primary School in Northfleet (including improving walking routes for pupils) and invested and supported the completion of permanent buildings within the Alkerden Education Campus.	We have liaised with both Kent County Council and the Alethia Trust in advance of the Rosherville School opening to facilitate conversations regarding outstanding matters in advance of the September opening. These conversations have included the route to the school and improvements are planned for Q2. Various planning submissions have been processed for the Alkerden Education Campus and we have continued to manage the grant payments to the Alethia Trust for additional equipment ready for the school opening.	GREEN

Commitment By the end of March 2027, we will have:	Comments (Progress up to 30th June 2026)	RAG STATUS
Supported the completion of and celebrated the opening of Chimney View Park, for existing and new communities in Northfleet.	We have developed a proposal to provide a pedestrian access to the Park from the southern boundary (The Hive area) and shared this with Bellway. The physical works to the Park are now complete. An EDC led 'neighbourhood event' is planned to take place in October which will act as the opening event for the Park and we are liaising with Bellway.	GREEN
Progressed an investment programme to fund and deliver a collection of projects to improve local travel and wayfinding, including walking and cycling routes across towns and improving the Fastrack service. a) Progress work on projects to continue improvements to walking and cycling routes and improved signage across the Garden City. b) Proactive and regular engagement with the highway authority concerning Fastrack delivery and associated infrastructure. c) Conclude the transfer of ownership of Springhead Bridge to Kent County Council to conclude EDCs maintenance liability. d) Completed the first sites for the Ebbsfleet Gateway project that will deliver landscape improvements to roundabouts and verges at entry points to the Garden City.	a. Improvements to existing walking and cycling routes complete on sites 11. Site 8 to be complete in July with site 6 commencing late July. b. Single Stage Business Case for Grove Road Fastrack scheme complete and will be presented at the EDC Board in July. c. Springhead Bridge adopted by KCC, transferring maintenance liability to Kent Highways. d. Landscaping contractor appointed for Ebbsfleet Gateway project, with kick off meeting complete.	GREEN
Objective 4: Embed stewardship arrangements to secure Ebbsfleet's long-term success.		
Worked with the Ebbsfleet Garden City Trust to ensure the requisite resource and capabilities are in place to manage the Garden City's current and future community assets	Sufficient assurance has now been provided to the Trust for them now to be currently in the market for recruiting a Chief Executive. We have been working closely with the Trust's current leadership to scrutinise their updated business plan, both financial and other resource allocation, as well as a regular meeting to review our main touchpoints. There are still challenges to reach a sustainable stewardship position, given the previous business plan assumed income from the Northfleet Embankment East building (which is now on pause) as well as Alkerden Hub being operational earlier. In addition, the funding of parks needs more scrutiny in the next quarter	AMBER

Commitment By the end of March 2027, we will have:	Comments (Progress up to 30th June 2026)	RAG STATUS
Supported our community board to take a greater role in the community activation of Ebbsfleet, through a review of their terms of reference, liaison with Ebbsfleet Garden City Trust and ongoing support.	Work to support the community board is ongoing and the board met within Q1. The community board has agreed a new Terms of Reference which was developed in liaison with the Ebbsfleet Garden City Trust.	GREEN
Continued to support placemaking through the Community Development and Arts and Culture programmes with a particular focus on volunteering and capacity building, while responding to resident needs and fostering partnership opportunities.	The Community Development and Arts & Culture programmes have commenced with a programme of activity planned across the year. In Q1 the programmes delivered 2 welcome events and the delivery of the volunteering programme was initiated. Conversations have been taking place with a wide range of delivery partners including the Alethia Trust.	GREEN
Objective 5: Operate as a high-performing development corporation—agile, value-adding - a benchmark for good practice in place delivery.		
Published our Corporate Plan for 2026-30 and refreshed our framework for delivery with refreshed and refocused economic baseline and strategy, including value proposition for Ebbsfleet Central.	The economic baseline has been commissioned and work is underway. Work on the refreshed Framework will commence in Q2 and the Corporate Plan will follow later in the year.	GREEN
Continued to monitor, measure, evaluate and report on our impact to support future workstreams, including through an annual residents satisfaction survey and social value.	We have scoped the annual residents satisfaction survey which will be launched in Q2. Social value data for 2025/26 has been collected and is being reviewed for publication in Q2.	GREEN
Delivered the annual environmental programme covering the next set of projects to respond to the Environmental Sustainability Action Plan and review our corporate targets.	The Environment Programme has commenced with various activity planned during the year. The Annual Sustainability Report for 2025/26 was published. Our review of corporate targets is planned for Q3.	GREEN
Continued to deliver a proactive and responsive planning service. a) Carrying out continual service improvement and ensuring we meet our statutory planning performance targets. b) Relunched our Ebbsfleet Design Forum and launched the new Community Review Panel.	The planning service has exceeded the statutory planning performance levels in Q1. An approach to service improvements to be implemented during the year has been agreed. Procurement activity has taken place on the Ebbsfleet Design Forum/Community Review Panel contract.	GREEN

Commitment By the end of March 2027, we will have:	Comments (Progress up to 30th June 2026)	RAG STATUS
Delivered a communications campaign to showcase the local benefits enabled and delivered by EDC over the last ten years, with a focus on local and neighbouring residents, stakeholders and potential future investors.	Approach agreed to the campaign, with tender commenced for communication agency to support.	GREEN
Delivered improvement in our governance and control processes, enabling projects to deliver while gaining substantive assurance through our internal and external audit processes	We are in process of finalising our Annual Report and Accounts, as well having gained substantive assurance in our Key Financial Controls Audit. We have put in place updated policies for Scheme of Delegation and Data Governance and have addressed weaknesses in our control environment around Risk Assurance	GREEN
Ensured our Estate Assets, including our Office and Commercial properties, are proactively managed and maintained to support delivery of Corporation objectives	We have commissioned a review into the current condition of the Observatory as well as looking at further long term options for the building. We have progressed with preparedness for the transfer of the commercial units in Castle Hill and are in the final stages of selecting a security provider taking into account recommendations from the recent review following the tragic incident at Bamber Pit	GREEN

Table 2: Key Performance Indicators		
Category	2026/27 Measure and Target	Performance Summary at end of Q1
Housing Delivery	During the year EDC will facilitate 340 new home completions.	ON TARGET 82 homes have been completed in Q1 at the following sites: • Harbour Village – 4 • Ashmere – 8 • Alkerden Parcel 5B – 32 • Alkerden South – 31 • Alkerden Parcel 5A – 7
Quality of Homes and Neighbourhoods	100% of the homes consented through reserved matters approval or full planning permission, percentage that have passed the Building for a Healthy Life assessment.	ON TARGET 100% of the homes consented through reserved matters or full planning permission in Q1 have passed the Building for a Healthy Life assessment.
Affordable Homes	17% of all new homes completed that meet the definition of 'Affordable' according to current planning regulations Note: the target for Ebbsfleet overall upon completion is 30%.	ON TARGET 9 affordable homes have been completed in Q1, and we expect further affordable homes to be delivered during the year to meet this target.
Parks, Open Spaces and Recreation Areas	7 hectares of new or improved parks, open spaces and recreation areas completed during the year in the Ebbsfleet urban development area.	ON TARGET There has been no new or improved parks, open spaces or recreation areas completed during Q1, but we still expect the target to be reached with delivery expected later in the year.
Investment in Social and Community Infrastructure	£38m of investment in social and community infrastructure in the financial year. (Private sector £32m, Public sector £6m)	ON TARGET During Q1 investment in social and community infrastructure was made at the Weldon Wellbeing Pavilion, the Alkerden Education Campus, the Henley Building and the Rosherville School.

Table 2: Key Performance Indicators		
Category	2026/27 Measure and Target	Performance Summary at end of Q1
Sustainable Transport Investment	£7m of sustainable transport investment. (Private sector £100k, Public sector £6.9m)	ON TARGET During Q1, there has been no investment in sustainable transport but EDC still expect to meet the annual target.
Private Sector Investment	£118m of private sector investment.	ON TARGET So far this year, £32.4m of private sector investment has been delivered, meaning EDC is on target to meet the £118m target by the end of the year.
Employment Creation	600 construction job opportunities enabled through investment in the Ebbsfleet urban development area.	ON TARGET So far this year, 159 construction jobs have been enabled, meaning EDC is on target to meet the target by the end of the year.
Community Participation	<u>Community Sentiment</u> 80% of residents of the new neighbourhoods within the urban development area responding to EDC's residents' satisfaction survey believe there is a strong sense of community feeling in their neighbourhoods <u>Community Involvement</u> 25% of residents of the new neighbourhoods within the urban development area responding to EDC's residents' satisfaction survey say that they get involved in community activities	This KPI will be assessed via the annual Resident Satisfaction Survey which will take place in the Autumn.

Ebbfleet Development Corporation Board

PART I BOARD ITEM

Title of Paper: Governance Report: Corporate Policies

Paper Number: EDC 026/047

Presented By: Andrew Maynard, Director of Finance and Corporate Services

Sub Committee: Not Applicable

Purpose of Paper and Executive Summary

EDC's Scheme of Delegations require the EDC Board to approve new corporate policies and any material changes to existing policies. This paper presents to the Board a new policy for approval – the Data Protection Policy - as well as changes to the existing Probation Policy. Once approved, the new / updated policies will take immediate effect.

EDC Business Plan

The Corporation needs to have in place a suite of corporate governance documentation including policies in order to effectively govern the organisation and how it operates. The decision required of the Board in this paper supports the following 2026/27 Business Plan key action: *'By the end of March 2027 we will have delivered improvement in our governance and control processes, enabling projects to deliver while gaining substantive assurance through our internal and external audit processes'.*

Recommendation

FOR DECISION

The Board is asked to **APPROVE:**

- The new Data Protection Policy
- The updated Probation Policy

Annexes

Annex A – Data Protection Policy

Annex B – Updated Probation Policy

Delegation

The Board is required to approve new and updated policies as set out in the Scheme of Delegations.

Financial Impact

Not Applicable

Legal Impact

Not Applicable

Equalities Impact

Not Applicable

Stakeholders Impact

Not Applicable

Sponsor Impact

Not Applicable

1. Board Approval of New and Updated Corporate Policies

- 1.1. EDC's Scheme of Delegations (the updated version of which was agreed by the Board at the July 2026 Board meeting) and past convention requires the EDC Board to approve new corporate policies and also any material changes to existing corporate policies.
- 1.2. This paper presents to the Board a new policy for approval – the Data Protection Policy. It also presents changes to one existing policy for the Board to approve. One approved, the new and updated policies will take immediate effect.

2. Data Protection Policy

- 2.1. EDC's Data Protection Policy sets out the Corporation's mandatory compliance requirements and key "must do" controls for the handling and processing of personal data. It defines the respective roles and responsibilities of EDC Management, ARAC, the Data Protection Officer and staff, and covers matters including lawful bases for processing personal data, data sharing and review arrangements. It is a crucial part of EDC's wider data governance framework. The new Policy is at **Annex A**.
- 2.2. The policy is required to ensure EDC has a clear and complete framework for complying with UK GDPR, wider data protection legislation and ICO expectations. It was presented as part of a wider Data Governance paper to the June ARAC, who reviewed and approved the new DPP at the June meeting, noting that future information assurance updates will be reported to ARAC twice a year, at which EDC's Data Protection Officer will be present.

3. Updated Probation Policy

- 3.1. EDC has in place a Probation Policy as part of the suite of HR/People Policies. All staff must pass a probationary period – currently six months – before their employment can be confirmed. As a result of changes to employment legislation (Employment Act 2025) that change unfair dismissal periods from 2 years to six months from 1 Jan 2027, the Board is asked to agree changes to the Probation Policy. This includes a new reduced probationary period of four months. Many other organisations with a six-month probation period are reducing the probation period in light of this legislative change as it preserves a window for a managed exit due to concerns about a probationer's performance, conduct or attendance, whilst still giving time to properly assess a new hire.
- 3.2. The Board has previously questioned whether the current six-month period – which EDC mirrored from the standard within our sponsor Department, MHCLG - is too long, and so this change also supports previous questions raised by the Board. The updated Policy is at **Annex B**.
- 3.3. Alongside changes to the Policy, the standard EDC staff contract for new starters will be updated so that 4 months becomes the new probationary period within employment contracts. We have started - or are planning to start - several recruitment campaigns over the coming months and, once appointed, these staff members would have a four-month probation period. EDC currently has one staff member on probation, and this staff member will remain on a six-month probationary period as set out in their contract.

Data Protection Policy

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4.	Privacy notices	Error! Bookmark not defined.
5.	Individuals' rights	Error! Bookmark not defined.
6.	Security and breach management	Error! Bookmark not defined.
7.	Storage and destruction	Error! Bookmark not defined.
8.	Sharing	Error! Bookmark not defined.
9.	Review	

Effective date:	September 2026
Last review date:	September 2026 (EDC Board)

1. Introduction

- 1.1. This document sets out the Data Protection Policy of Ebbsfleet Development Corporation (EDC). It describes its scope, individual roles and responsibilities, and how the Corporation will meet its obligations under data protection legislation.

Data protection legislation

- 1.2. EDC will comply with UK data protection legislation and related policies and guidance. This means:
- 1.2.1. the UK General Data Protection Regulation (UK GDPR) as amended from time to time;
 - 1.2.2. the Data Protection Act (DPA) 2018 as amended from time to time;
 - 1.2.3. the Data (Use and Access) Act 2025 (DUAA);
 - 1.2.4. all applicable Law about the processing of personal data and privacy as amended from time to time, including the Privacy and Electronic Communications Directive (PECR) and the Law Enforcement Directive;
 - 1.2.5. HM Government Security Policy Framework;
 - 1.2.6. all EDC approved and adopted policies, procedures and guidance
 - 1.2.7. Information Commissioner's Office (ICO) statutory and other codes of practice and guidance.

Data protection principles

- 1.3. Data protection legislation includes seven data protection Principles, which the Corporation will adhere to and embed progressively into approved and adopted policies and guidance. Processing of personal data must meet the following:
- 1.3.1. Lawfulness – lawful, fair and transparent
 - 1.3.2. Purpose Limitation – kept for a specified, explicit and legitimate purpose
 - 1.3.3. Data Minimisation – adequate, relevant and not excessive
 - 1.3.4. Accurate – kept up-to-date and complete with no avoidable gaps
 - 1.3.5. Storage Limitation – kept only for as long as necessary
 - 1.3.6. Integrity and Confidentiality – kept secure, with no loss or tampering
 - 1.3.7. Accountability – compliance demonstrated with the other Principles.

Data protection by design and by default

- 1.4. The Corporation will embed and maintain through this and other data protection policies, procedures and guidance, and expected adherence to them, an approach of “privacy by design” and integrating data protection into any of its activities from the outset.
- 1.5. This Data Protection Policy and all approved and adopted guidance which must be followed, including key business processes, support this approach.

1.6. This Policy should be read alongside:

- 1.6.1. the Acceptable Use of Information Technology Policy and guidance (which sets out responsibilities of all staff, secondees, temps and contractors with regards to us of Information Technology)
- 1.6.2. the Data Handling Security Policy (which sets out Ebbsfleet Development Corporation's code of practice and behaviours for the storage, handling, and oversight of data, and outlines key roles within the Corporation with specific data-handling responsibilities)
- 1.6.3. the Personal Data Breach Policy & Procedure which sets out the response of EDC to any data breaches occurring, including engagement with the Information Commissioner's Office
- 1.6.4. the Data Retention and Disposal Policy, which sets out how data should be retained, when it should be disposed of along with relevant legislation; and
- 1.6.5. the Risk Management Framework (which provide corporate oversight within which data protection compliance and risks are managed).
Particular data protection governance arrangements, such as boards with specific data protection oversight responsibilities, will be referenced in this Policy as and when they are established.

2. Scope

- 2.1. This Policy applies to all employees of the Corporation, whether permanent, temporary or contractors.
- 2.2. This Policy also applies to suppliers and to any other party engaging with the Corporation who process EDC personal data, or who may have custody of EDC records under EDC ownership containing personal data, are also within the scope of this Policy where Corporation personal data is located outside of EDC systems.

3. Roles and responsibilities

- 3.1. The responsibilities of staff in the Corporation are set out below.
- 3.2. The **Accounting Officer (AO)** is the Chief Executive accountable for all corporate and business operations and governance at the Corporation. This role is ultimately accountable for all of EDC's data protection compliance, standards and obligations. This ultimate accountability cannot be delegated to more junior roles, while responsibility for data protection compliance delivery may be delegated to more

junior roles. They are also Senior Information Responsible Officer (SIRO), responsible for information assurance for the Corporation at Board level, and for reporting any Information Assurance Risks that may arise.

3.3. The **Chair and Members of the Audit, Risk and Assurance Committee (ARAC)** form the independent external role scrutinising data protection assurance assessments, reports, and improvements produced by the Corporation. An annual self-assessment on data protection compliance must be submitted to ARAC, alongside data protection Improvement Plan status updates.

3.4. The **Director of Finance and Corporate Services** is the lead senior leadership role accountable for overseeing data protection compliance delivery and improvement in the Corporation. This accountability cannot be delegated to more junior roles, while responsibility for data protection compliance delivery may be delegated to more junior roles. This role

- 3.4.1. Is responsible for oversight and resourcing of delivering day-to-day data protection services;
- 3.4.2. Must liaise with the statutory Data Protection Officer and provide information when needed to them when the DPO is conducting internal self-audits and assurance exercises;
- 3.4.3. Is responsible for development and delivery of Improvement Plans required following data protection assurance outcomes.

3.5. The **Data Protection Officer (DPO)** role is a statutory requirement under UK data protection legislation. The DPO's responsibilities are set out in UK GDPR Articles 37-39 and in a specific Memorandum of Understanding (MoU) with the Ministry of Housing, Communities and Local Government. The role is to:

- 3.5.1. Undertake all of the tasks set out in Article 39 of the UK GDPR (tasks of the data protection officer);
- 3.5.2. Independently monitor internal data protection compliance, including gathering of any information and data as may be required, including carrying out audits and surveys and asking individual questions;
- 3.5.3. Provide regular (annual) assurance reports to the EDC Accounting Officer and ARAC on the level of data protection compliance;
- 3.5.4. Provide advice on data protection matters on request, especially those of a complex or challenging nature;
- 3.5.5. In the event of a serious potential, suspected or actual data breach, assist EDC staff in an advisory capacity by providing guidance on determining whether a breach has taken place, and recommend actions to take;

- 3.5.6. Make recommendations regarding the appropriateness of reporting any data protection breach to the ICO, and to make such reports when appropriate;
 - 3.5.7. Liaise with the ICO as needed as the formal EDC focal point for ICO contact;
 - 3.5.8. Provide advice regarding Data Protection Impact Assessments;
 - 3.5.9. Independently consider data protection complaints from data subjects, where previous complaints procedures have been exhausted.
- 3.6. The DPO role may be shared with DPO roles outside of the Corporation. (The role is currently provided by MHCLG's DPO.) This role does not carry out day-to-day data protection services within the Corporation which is the responsibility of the Director of Finance and Corporate Services.
- 3.7. The **Data Protection Manager (DPM)** role leads delivery of day-to-day data protection compliance and advice services to the Corporation. Responsibility (not accountability) for compliance delivery may be delegated to this role by senior leaders. The responsibilities of the DPM are also covered in the MoU on DPO appointment (see section 3.6) and principally include:
- 3.7.1. Casework management of information rights requests, including GDPR rights such as Subject Access Requests;
 - 3.7.2. Management of day-to-day queries, advice and guidance especially where this is of a more routine and non-complex nature;
 - 3.7.3. Production and provision of data protection policies and procedures, for review and approval by ARAC, and to ensure these are available for all staff
 - 3.7.4. Advice is provided to personal data Information Asset Owners (IAOs), risk owners, and business areas generally on more complex, higher risk processing compliance requirements in line with this Policy and others, and on application of data protection procedures and guidance.
 - 3.7.5. DPM-led collaboration with other policy, procedure and guidance owners to ensure that data protection requirements are included and to enable "data protection by design and default" across the Corporation.
 - 3.7.6. Deliver regular data protection awareness-raising training and in response to particular identified requirements, under the terms of a Training Needs Analysis and a EDC Training Delivery Plan.
 - 3.7.7. Manage personal data breach prevention and control advice, recording, and reporting of incidents where needed to the DPO and the Director of Finance and Corporate Services.
 - 3.7.8. Management of the data protection e-mail account as the published internal and external route for contacting the DPO.

- 3.7.9. The DPM role is held by the Director of Finance and Corporate Services, who can delegate responsibility as necessary to someone with appropriate capacity and capability.
- 3.8. **Information Asset Owners (IAOs)** are responsible and accountable for their own information assets and have specific data protection responsibilities for assets which contain personal data. These responsibilities are set out in the Data Handling Security Policy.
- 3.9. **All staff**, including temporary staff, consultants and contractors, must
- 3.9.1. Process and manage personal data in accordance with UK data protection and other applicable laws.
 - 3.9.2. Comply with this Data Protection Policy, and all other data protection and Knowledge and Information Management (KIM)-related policies, procedures and guidance.
 - 3.9.3. Complete the Corporation's mandatory data protection and KIM training on a regular (annual) basis.
- 3.10. **Information Asset Owners (IAOs)** have primary responsibility for managing information assets held by the Corporation. IAO are responsible and accountable for their own information assets and have specific data protection responsibilities for assets which contain personal data.
- 3.11. **All staff** responsibilities, including temporary staff, consultants and contractors, are responsible for processing and managing personal data in accordance with the law. This means complying with this Data Protection Policy, and all other data protection and related policies, procedures and guidance. All staff including temporary staff, consultants and contractors, are required to complete the mandatory data protection training on a regular (annual) basis.

4. Lawful bases

- 4.1. The Corporation will only process personal data where it has a basis in law and/or one or more data protection lawful bases to do so. It will include details of the lawful basis in the relevant privacy notice, and in Information Asset Register and Record of Data Processing entries.
- 4.2. All personal data processing will meet one or more under Article 6 of the UK GDPR, and be supported by either a separate, explicit, statutory power to process or an implicit statutory power. In rare cases where "Consent" is relied on as the lawful basis then the processing will meet required conditions for Consent.

Lawful bases for special category and criminal related data

- 4.3. For all special category personal data:

- 4.3.1. processing of special category personal data will also meet one or more of the conditions for processing this data under Article 9(2) of the UK GDPR and at Part 1 or 2 of Schedule 1 to the DPA 2018
- 4.3.2. processing of criminal convictions and offences personal data will meet one or more of the conditions at Part 1, 2 or 3 of Schedule 1 to the DPA 2018
- 4.3.3. processing of special category and/or criminal convictions and proceedings data will also be governed by an Appropriate Policy Document which fulfils the requirements of Part 4 of Schedule 1 to the DPA 2018.

5. Privacy Notices

- 5.1. The Corporation will use Privacy Notices to inform data subjects about how their data is being processed and to meet their right to be informed. This will ensure that data subjects can understand how the data protection principles are being met, and particularly aim to demonstrate that processing is lawful, fair and transparent.
- 5.2. A clear, accessible Privacy Notice will be provided to data subjects when the Corporation collects data from them, or within a reasonable period of obtaining the data if it is not collected from them.
- 5.3. Privacy notices will include all information required by the data protection legislation, including:
 - 5.3.1. contact details for the department and the DPO
 - 5.3.2. the purpose of and lawful basis for the processing
 - 5.3.3. what personal data is being processed, and the source of the data if not the data subject
 - 5.3.4. who the data will be shared with, including third parties
 - 5.3.5. retention periods or retention criteria for the data
 - 5.3.6. the rights of the data subject in relation to that data
 - 5.3.7. details of any overseas transfers and safeguards and any automated processing
- 5.4. Notices will be reviewed and updated as required and when any of the substantive details change.
- 5.5. The [Corporation's Privacy Notice](#) contains the Privacy Notice for general processing in the Corporation.
- 5.6. A Staff Privacy Notice covers the processing of staff personal data. Where the processing is not covered by either the [Corporation's Privacy Notice](#) or Staff

Privacy Notice, a specific notice will be required or details of that processing added to the Corporation Privacy Notice.

4 Individuals' rights

- 4.1 The Corporation will respect and comply with individuals' rights as set out in data protection legislation. This will help to ensure that processing is:
 - 4.1.1 lawful, fair and transparent
 - 4.1.2 adequate, relevant and not excessive
 - 4.1.3 accurate and personal data is kept up to date
 - 4.1.4 only for as long as is necessary
- 4.2 The specific rights that apply are not necessarily absolute rights, and will only apply depending upon factors including the lawful basis that applies to the processing in question. The rights of the data subject in relation to specific processing of data will be set out in the assessment at the appropriate tier, as set out in Section 4 of this Policy.
- 4.3 It is the responsibility of the relevant IAO to ensure that processing is in line with individuals' rights and that those rights can be exercised properly.
- 4.4 The **Director of Finance and Corporate Services** will ensure that processes are in place for handling requests made by data subjects to exercise their rights.
- 4.5 All data subject access requests (SARs) received by the Corporation should be forwarded to and will be dealt with by the Data Protection Manager. SARs relating to staff are to be processed in conjunction with the Corporation's Governance & HR function.
- 4.6 Other data subject rights requests are to be handled by the Data Protection Manager.

Right to be informed

- 4.7 The Corporation will inform data subjects where their data is being processed, usually through the privacy notice associated with a specific asset or processing or through the Personal Information Charter.

Right of access

- 4.8 All data subjects will have the right of access to their own personal data on request and subject to the requirements and limitations of the data protection legislation. The Corporation will comply with the requirements of the data protection legislation and follow Information Commissioner's Office guidance and internal data subject access request procedures in handling requests.

Reasonable efforts will be made to identify all relevant personal data, using automated and manual search procedures as appropriate to the nature and location of the data.

Right of erasure

- 4.9 The Corporation will apply the right of erasure as appropriate to the data in question, in accordance with the law. In the event of a request, reasonable steps will in any case be taken to accommodate the wishes of the data subject wherever possible.

Right of rectification

- 4.10 The Corporation will apply the right of rectification as appropriate to the data in question, in accordance with the law. In the event of a request, reasonable steps will be taken to accommodate the wishes of the data subject.
- 4.11 In the event that an individual changes name or other identifiers, the Corporation may not be able to retrospectively change records that it is required to keep under the Public Records Acts and Constitutional Reform and Governance Act.

Right of restriction of processing

- 4.12 The Corporation will apply the right of restriction as appropriate to the data in question, in accordance with the law.

Right of data portability

- 4.13 The right to access data in a portable format for use with different services is not expected to apply to any of the Corporation's activities. However, where it applies, the Corporation will apply the right of portability as appropriate to the data in question, in accordance with the law.

Right to object

- 4.14 Data subjects have the right to object to processing of their data where the lawful basis relied on is article 6(1)(e) or (f) of the UK GDPR. Any objections will be considered on a case-by-case basis.

5 Security and breach management

- 5.1 The Corporation will ensure that data is held securely and is only accessible and made available or transmitted to those who need and have the right or permission to access it.
- 5.2 Personal data processing by the Corporation:
- 5.2.1 will be secure having regard to the appropriateness of organisational and technical measures to be adopted and informed by the amount of

personal data and its sensitivity, the measures available and their cost-effectiveness

5.2.2 will adopt a 'data protection by design and default' approach when it comes to the design and delivery of new policies, services and solutions

5.3 The Corporation's Data Handling Security Policy sets out responsibilities for ensuring data is secure and what action will be taken in the event of a data breach.

5.4 All staff are also required as a minimum to complete mandatory data protection training and refresher training on an annual basis. IAOs should undertake role-specific training upon appointment and at regular intervals as appropriate in line with the Data Handling Security Policy.

6 Storage and destruction

6.1 The Corporation will ensure that personal data is stored appropriately and destroyed when no longer required. This will ensure that it is:

6.1.1 accurate and kept up to date

6.1.2 kept only as long as necessary.

6.2 The Corporation's policy on storage is set out in its Data Retention and Disposal Policy. Information, including any personal data, shall only be stored in approved corporate storage. Personal data that is stored in this way will be protected and managed through:

6.2.1 appropriate access controls

6.2.2 the central application of retention and disposal schedules for the destruction of data

6.2.3 Corporation IT security arrangements reducing the risk of electronic data breaches.

7 Sharing

7.1 The Corporation will only share personal data where it is lawful for it to do so, where there is a legitimate legal requirement or business need and, for systematic or significant ad-hoc sharing, with an appropriate data sharing agreement in place. This will ensure that processing is:

7.1.1 lawful, fair and transparent

7.1.2 for a specified, explicit and legitimate purpose

7.1.3 adequate, relevant and not excessive

7.1.4 private by design

- 7.2 Where a third-party organisation, acting as a data processor for the Corporation, is storing or otherwise processing personal data on the Corporation's behalf, or where personal data is being shared with another data controller for any purpose, the Corporation will:

7.2.1 continue to abide by the data protection principles, including having a clear lawful basis for the sharing and ensuring privacy notices meet individuals' right to be informed about the sharing

7.2.2 ensure requirements for processing and protecting the personal data are reflected in the procurement under contract with any third-party processor (or memorandum of understanding with a government body processor) or in any data sharing agreement with another controller, as appropriate.

8 Review

- 8.1 This Policy will be updated as necessary by or on behalf of the Director of Finance and Corporate Services on an annual basis unless changes require review sooner.
- 8.2 The DPO will be responsible for assurance review of the Policy and suggesting any amendments to ensure it meets the requirements of current data protection legislation.
- 8.3 ARAC will review and scrutinise revised versions of this Policy for approval.

Probation Policy *(showing tracked changes)*

1.0 Introduction

1.1 This policy and guidance sets out the Corporation's probation procedures for all new staff. The aim of probation is to provide an opportunity to assess suitability for continued employment with the Corporation based on an individual's ability to meet the required standards of performance, conduct and attendance.

2.0 Scope

2.1 Probation will apply to all new employees to the Corporation including fixed term appointees (with the exception of individuals who join the Corporation on secondment from another organisation, who will be subject to conditions set out in their secondment agreement).

2.2 Where an individual is promoted whilst still on probation, unless agreed otherwise by the CEO, the appointment will not be confirmed until the original probation period has been completed satisfactorily.

3.0 Policy

3.1 The Corporation is committed to supporting new entrants to successfully complete their probation period.

3.2 Through an induction and performance review process, probationers will be helped to achieve the required standard of performance in their work. Line managers will also make clear the required levels of attendance and conduct, and will ensure support, guidance and training is provided. Probationers who do not meet the required level of performance, attendance or conduct will be dismissed by the end of the probation period.

4.0 Length of probation

4.1 The normal length of probation is ~~6~~4 months for all employees.

5.0 Fixed-term appointments

5.1. A full probation ~~report~~review must be completed at the end of the probationary period which will be used to assess suitability for appointment if the fixed term staff member subsequently applies for another fixed term or permanent appointment.

5.2 Employees on a fixed-term appointment of less than ~~six~~4 months are subject to the normal probation procedures. If their initial appointment is extended or they are subsequently successful in obtaining a permanent post their probation period will be extended to ~~a maximum of a total of six~~4 months.

6.0 Probation reports

6.1 For employees serving a ~~six~~4 month probation period, probation ~~reviews~~reports will ~~normally~~ be ~~carried out~~required at the ~~3-8 week~~ and ~~5-15 week~~month stages. A decision whether or not to confirm the appointment will be taken on the basis of the ~~15 week~~ ~~5-month~~reportreview.

6.2 Employees who are on probation are not subject to the formal appraisal process of that year. After successful completion of probation they will transfer onto the normal performance management system and be included in the next end of year ~~formal~~ performance appraisal moderation process if, in the relevant performance year, they have completed 42-8 weeks or more after their appointment was confirmed.

6.3 Individuals who successfully complete probation within the last 44-7 weeks of the performance year will not be subject to the formal end of year process, but will be included in the next year's process.

Probation roles and responsibilities

7.0 Line manager's responsibility

7.1 Line managers are responsible for monitoring the attendance, performance and conduct of the probationer in accordance with the relevant EDC policies and procedures.

7.2 Appointment must only be confirmed when the probationer has successfully achieved the required standard set.

7.3 Line managers must take prompt action in dealing with unsatisfactory attendance, performance and conduct. Line managers must keep records of all performance reviews and one to one discussions held with the probationer during the probation period. The key stages of the probation period are outlined in Section 10.

8.0 Probationer's responsibility

8.1 Probationers need to demonstrate that they are suitable for the role by completing the work that they are assigned to the required standard and on time. They must maintain the expected standards of attendance, performance and conduct and must participate fully in any training offered.

8.2 Probationers will have to fully meet the required standards in all three areas – attendance, performance and conduct in order for their appointment to be confirmed.

9.0 The role of EDC Corporate Services

9.1 The Corporation's Head of HR and Corporate Governance Affairs will provide professional confidential advice to line managers if problems arise during the probation period.

10.0 The probation process

10.1 The key stages and responsibilities of the probation process are outlined below. It is imperative that records of performance discussions and reviews are kept at every stage of the probation process.

10.2 Normally w~~W~~ithin the first fortnight~~month~~ the line manager must:

- Explain the purpose of probation and ensure the probationer has a detailed induction plan. Explain the standard of attendance, performance and conduct required and set regular reviews ~~at least on a monthly basis~~.
- Set and agree SMART objectives for the probation period and be clear on competencies needed to achieve them – these will need to be recorded in the probation report template.
- Agree the probation personal development plan with the probationer.
- Hold ongoing dialogue to ensure constructive feedback and support are provided to the probationer at every stage of the probation period.

10.3 By the end of ~~the first 8 weeks~~~~month 3~~ the line manager ~~should~~must:

- Hold the first formal probation review to assess the probationer's overall achievement in performance, attendance and conduct.
- Decide whether progress is on track or whether further interventions are required. See 'Problems during probation'.
- Ensure any shortcomings in attendance, performance and conduct are highlighted and discussed and managed appropriately.
- Ensure that accurate records are kept of any review or discussion.

10.4 By the end of ~~week 15~~~~month 5~~ the line manager ~~should~~must:

- Assess overall performance and discuss with the relevant Director whether to confirm or end the probationer's appointment.
- If the appointment is confirmed, notify the Head of HR and Corporate ~~Governance Affairs~~ to allow records to be updated and agree objectives for the remainder of the performance year.
- If confirmation of the appointment is not possible the relevant Director must consider whether dismissal or a short extension to the probation period is appropriate. The Head of HR and Corporate ~~Affairs~~Governance must be consulted in all cases where dismissal or an extension is being considered.
- In all cases the 'end of probation' report must be completed and returned to the EDC Head of HR and Corporate ~~Affairs~~Governance.

11.0 Extending the probation period

11.1 An extension to the probation period for any reason must only be considered in exceptional circumstances (for example, a delay in making appropriate reasonable adjustment under the provision of the Equality Act 2010), and where there is a clear indication that the probationer will be able to meet the required standard by the end of the extended period.

11.2 Where the probation is extended the period has to be of sufficient duration to be able to monitor and assess progress – but must not be more than ~~3~~1 months in any case. It must be clear to the probationer what is expected of them in order to confirm their appointment and that if at the end of the extension period they do not meet the required standard then termination of employment will follow.

12.0 Suspending the probation period

12.1 There may be times when it is necessary to suspend the probation period, for example; when a probationer takes maternity leave or when a probationer has a period of long term sickness absence.

12.2 The Head of HR and Corporate GovernanceAffairs must be consulted in all cases where a suspension of the probation period is being considered, and the decision to suspend the probation period needs to be made in consultation with the relevant Director.

12.3 In cases where it is agreed that it is appropriate to suspend probation, probation will be suspended from the date the leave or absence commences and resumes once the probationer has returned to work. The probation should be continued until the remaining period of probation is served.

Problems during probation

13.0 Attendance during probation

13.1 Probationers are required to give full and regular attendance during the period of probation. Probationers should start work by the agreed start time each day. If probationers cannot attend work due to illness they must follow the sickness attendance-absence reporting procedures.

13.2 Attendance during probation is unsatisfactory if the probationer's sickness absence level reaches or exceeds 4 working days (less, pro rata for employees who do not work every day of the normal working week) or 3 spells of sickness absence during the probationary period. In exceptional circumstances, the CEO might use their discretion to agree that the circumstances of the individual's sickness absence does not warrant unsatisfactory attendance.

13.3 The EDC will manage any attendance concerns using the procedure set out in Section 16.

14.0 Performance during probation

14.1 Probationers are not subject to the Corporation's performance management and managing poor performance procedures. However, the principles contained in the performance management guidance should be followed.

14.2 Probationers are required to demonstrate performance in line with the probation objectives agreed with their line manager. The Corporation will manage poor performance using the procedure set out in Section 16.

15.0 Conduct during probation

15.1 Probationers are required to conduct themselves in accordance with the EDC Code of Conduct and the provisions of the Seven Principles of Public Life.

15.2 The Corporation will manage unsatisfactory conduct using the procedure set out in Section 16.

16.0 Managing Unsatisfactory Standards

16.1 During probationary periods, where a line manager is concerned about:

- Levels of sickness absence
- Performance
- Conduct

They will hold a one to one meeting with the probationer to discuss the issues. Line managers should inform the probationer what the cause for concern is and confirm that failure to improve may result in dismissal. Line managers should speak to the Head of HR and Corporate ~~Affairs~~ Governance when they have concerns.

16.2 Should there be insufficient, or no improvement, the case must be referred to the relevant Director to consider non confirmation of appointment or dismissal. This can happen at any point during the probation period, and line managers should not wait for a formal review point (at 3-8 weeks or 15 weeks~~5 months~~) before they take action.

16.3 Whilst on probation probationers may be dismissed without receiving formal warnings.

17.0 End of probation

17.1 At the end of the probationary period the probationer will be informed in writing if they have successfully completed their probationary period. If written confirmation is not received, it should be assumed that the probationary period continues in accordance with 11.2.

17.2 After successful completion of probation the probationer will move onto the Corporation's annual performance management cycle and from that point the usual procedures for performance management, attendance management and conduct will apply.

18.0 Early termination

18.1 Employment may be terminated before the end of the probation period if the probationer is clearly not meeting the required standards of performance, attendance or conduct.

18.2 Probationers may also be dismissed at any time, without a formal warning if they commit an act of gross misconduct or if they have knowingly provided false information during recruitment.

19.0 Length of notice

19.1 Where a probationer is dismissed [other than in cases of summary dismissal for gross misconduct](#), they will be given 5 weeks' notice unless the EDC CEO advises that the last day of service should be earlier.

20.0 Appeals

20.1 A probationer may appeal against a warning or other penalty including dismissal.

20.2 Any appeal against a warning or a dismissal must be submitted to the Chief Executive (or in the case of a Director, to the Board Champion for HR). All appeals against dismissal must be submitted in writing, within 10 working days of the date of the decision letter.

20.3 A probationer has the right to be represented by a Trade Union Representative or be accompanied to the [appeal](#) meeting by a work colleague of their choice.