

Ebbsfleet Development Corporation

Board Meeting Part One

Date of meeting :	19 April 2017	Paper Number:	EDC 017/022
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Title of paper	End of Year Performance
Presented by	Paul Spooner, Interim Chief Executive
Sub-committee	Not applicable

Purpose of Paper and Executive Summary	
To provide the Board with an update on the interim Chief Executive's assessment of the EDC's end of year performance.	
EDC business plan and KPIs	
Recommendation	FOR INFORMATION The Board is asked to DISCUSS and NOTE the performance and progress
Annexes	None
Delegation	Not applicable

Financial impact	Not applicable
Legal impact	There are no legal implications associated with this paper
Stakeholder impact	Not applicable
Sponsor impact	

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1. 2016/17 End of Year Performance

- 1.1 In March 2016 the EDC Board approved our first annual business plan which set targets for the first phase of delivery of our ambition for the Garden City's development. This report provides Board with detailed information on our progress in delivering our first business plan.
- 1.2 At the beginning of 2016/17 the EDC was completing work on a new Implementation Framework bringing together all existing planning policies and articulating our ambitions for delivering a distinctive, integrated, high quality garden city which will become home to some 32,000 people and significant numbers of new businesses. **The Ebbsfleet Garden City Implementation Framework was completed and endorsed by our local planning authorities in 2016/17 and is now being applied in all our work.**
- 1.3 Our business plan set a target of 500 housing starts on site within the year towards an overall corporate plan goal of 5,100 completions by 2021. This is our first key performance indicator (KPI). **In 2016/17 we achieved 549 starts on site in the red line area. In the wider Garden City area we achieved 643. We have secured positive planning decisions on further phases of each of the existing housing sites and on Northfleet West. By the end of March 2017 our development partners forecast 4,300 housing completions by 2021. Our planning team achieved 100% performance on all government targets.**
- 1.4 **We are working with our Local Authority partners to bring forward more stalled sites in the Garden City area to ensure that our five year target (2016-21) of 5,100 new homes can be delivered and that development may be of the highest quality and cover all tenures in line with our KPIs. In March 2017 the developer of Eastern Quarry submitted their revised master plan for up to 4,750 new homes within two new villages in line with our Implementation Framework.**
- 1.5 Our investment programme forecast £39.1m capital expenditure in 2016/17 to deliver the early phases of essential infrastructure to support the Garden City's comprehensive development. **We did not achieve this level of forecast expenditure. This was due to several reasons, including the withdrawal of targeted site acquisitions from the market, the time taken to secure legal agreements, and delays in the approval processes of several business cases. We have learned from this year and in 2017/18 are allowing additional time for business cases and for agreements within a more robust project management process. Throughout 2016/17 we kept DCLG updated on our latest capital expenditure programme position.**

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- 1.6 Our 2016/17 Business Plan prioritised business cases for upgrading utilities, developing the Springhead Bridge, securing our first phase of green corridors, and creating new employment space in our planned Enterprise Zone, contributing to all our KPIs. **All of those business cases were delivered and have now been approved by DCLG. In respect of electricity we have established a model agreement with UKPN which is applicable to other development corporations and new towns. This ensures the recovery of our investment from second comers. Springhead Bridge and Green Corridors phase one are in design stages.**
- 1.7 In 2016/17 we proposed the development of a new business park on HCA land at Northfleet, working with Gravesham Council who will invest with the EDC to create between 500-700 new jobs. This contributes to our employment KPI. **The business case for the project was approved and subsequently terms agreed with the HCA for acquisition. Although part of the site may now be released to a third party (following a decision within the HCA) we are working with Gravesham and HCA to secure the overall development in an integrated manner to support local business growth, maximise employment and kick-start our Enterprise Zone. This scheme complements the adjoining Keepmoat residential site in regenerating Northfleet Embankment West.**
- 1.8 Following Board's decision to develop plans for upgrading Fastrack our business plan proposed the development of an outline business case to support EDC investment. **This was completed in December and showed that a positive business case return could be achieved. DCLG subsequently endorsed the principle of the EDC developing a full business case for co-investment with our development partners and with KCC and Dartford and Gravesham councils through the STIPs programme. Work was also progressed on the business case for the EDC to forward fund (in part) the A2 junction improvements, essential to the full development of Eastern Quarry and the Ebbsfleet United area. This was submitted to DCLG before the end of the financial year following Board approval.**
- 1.9 The 2016/17 Business Plan set out proposals for progressing plans for the development of Ebbsfleet Central with EIGP (the joint venture established by the landowners Land Securities and Anglo American Lafarge Holcim). Priority actions were to encourage EIGP to appraise options for implementing the 'lift and shift' car parking obligations in order to release land for development and to investigate the potential of the attraction of a major medical and life sciences inward investment following an expression of interest by a locally based private sector medical company.

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- 1.10 Following changes in key personnel at Land Securities, a full reappraisal of the development options for Ebbsfleet Central is now being undertaken with initial findings to be reported to Board this month. The EDC has also engaged the interest of HCA in the potential forward funding of infrastructure to support the comprehensive mixed use development of the central area once EIGP's plans are known. With the support of Dartford, Gravesham and Swanley CCG and Darent Valley Hospital the EDC is collaborating with Kings College University and Guys and St Thomas hospital to investigate the potential for a new medical centre of excellence to provide employment, research and training opportunities supporting our KPIs for the central area and job creation. This project could involve private sector companies in a public-private approach, and be a catalyst for the wider mixed use development of the new city centre.
- 1.11 Our 2016/17 Business Plan recognised the opportunity to secure the regeneration of the riverfront area at Grove Road, Northfleet and that a collaborative approach with Gravesham and Kent County Council (as housing authority and land owners) would be required. This addresses our KPIs for housing, employment and the environment. **By the end of 16/17 we had secured £90k revenue funding from DCLG, under the one public estate programme, to undertake masterplanning and to develop a land assembly strategy to secure regeneration, new and improved road access and additional homes. The initial phase of master planning work was completed at the end of March 2017 and options are being considered for early intervention.**
- 1.12 **We were unable to complete the acquisition of two stalled housing sites within our red line boundary, but the initiative shown by the EDC has encouraged landowners to attract developers themselves to bring forward development and to secure new planning approvals. We are confident these sites can now contribute to our housing targets.**
- 1.13 In addition to our investment programme priorities the 2016/17 Business Plan recognised the important role the EDC would play in influencing the decisions of other public sector bodies and companies to benefit and accelerate the Garden City's development. Foremost amongst these are strategic transport improvements which address our KPI in relation to modal shift. **We have argued strongly for the Lower Thames Crossing to be confirmed in order to reduce the impact of non-local traffic on the Garden City area. The government has now committed to deliver this important strategic infrastructure project.**
- 1.14 In partnership with Dartford, Gravesham and Kent, and working with the London Borough of Bexley and GLA, we have embarked on an updated business case to support extending Crossrail from Abbeywood to Ebbsfleet Garden City at Northfleet. This business case is on target to be completed in summer 2017.

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- 1.15 During 2016/17 the EDC has continued to liaise with the promoters of London Paramount Theme Park. **At the end of the year it was announced that the project team was re-established and aiming to progress their NSIP application by the end of 2017.**
- 1.16 **In March 2017 we were awarded additional funding to continue to expand our initial Healthy New Town programme. This funding will support new models of delivering healthcare and specific projects to support healthy eating and healthy lifestyles in partnership with schools and local communities. This programme addresses our quality of life KPI.**

2 Summary

- 2.1 **At the end of 2016/17 with a buoyant housing market, new infrastructure coming forward and housing developers on site and building new homes at pace the Garden City's development is well under way. Our 2016/17 Business Plan set out to ensure all our key stakeholders are engaged in our work and that the development of the Garden City is achieved through a strong and effective partnership between public, private and community based organisations. As we move into our second year of delivery we will build further on this collaborative approach.**