Ebbsfleet Development Corporation

Annual Report and Accounts for the year ended 31 March 2025

HC 19

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Performance Report

Performance Overview:

The purpose of the performance report is to provide the reader of this document with an understanding of the Corporation and how it has performed.

Chair's report

This is the first annual report since my appointment as Chair of Ebbsfleet Development Corporation in September 2025.

The Development Corporation is now 10 years old and we are rightly proud of what it has achieved. In the year to March 2025 almost 650 new homes were completed in the Garden City area, bringing the total number of homes completed by that date to 4,844.

At the time of writing (April 2026) that figure is now 5,319 new homes, and the total population of Ebbsfleet is about fifteen thousand people. We have three primary schools, 4 community buildings (and another nearly complete) and the Alkerden Academy 'all through' school (from age 4 to 16) welcomed its first Year 7 pupils in temporary buildings in September 2025. We are watching with excitement as the scaffolding comes down from the new Academy buildings, which will be complete in time for the 2026/27 academic year. The new Academy will also bring new sports and other facilities to the Garden City.

Ebbsfleet Garden City is not just about building new homes. It is about creating communities which enhance the wellbeing and quality of life of all residents and visitors.

Our challenges over the coming period are to keep building homes, provide more community facilities and make a start on the new town centre around Ebbsfleet International Station. The Government has continued to support the Garden City and the Spending Review settlement has provided funding to get the new town centre underway. With the housebuilding sector continuing to face a challenging period, it is ever more important that the Development Corporation work closely with partners and stakeholders to deliver on its vision.

I want to take this opportunity on behalf of the Board to say thank you to Ian Piper, who retired in March 2026 after 8 and a half years as Chief Executive of the Development Corporation. Ian has played a decisive role in the success of the Development Corporation since it was set up and he will be missed by everyone involved.

I would like in addition to welcome Sara Waller, who joined as the new Chief Executive from 1 April 2026 and whose leadership will be crucial to the Ebbsfleet's ongoing success.

David Prout

Chairman, Ebbsfleet Development Corporation

<u>Chief Executive's report:</u>

I have joined Ebbsfleet Development Corporation at a really exciting time for the organisation and the wider community. In July 2024 a new Government was elected and subsequently announced an ambitious programme and policies to significantly increase the number of new homes this country builds. Ebbsfleet Development Corporation is well placed to make a major contribution to the Government's ambitions, continuing to deliver hundreds of new homes each year and overseeing the creation of a vibrant new community at Ebbsfleet in a high-quality, well-designed townscape.

In the 12 months to March 2025, 648 new homes were completed in the Ebbsfleet Garden City area with well above national average ratings from our most recent Resident Satisfaction Survey.

The economic backdrop and state of the construction market continued to stabilise during the 12-month period enabling good progress to be made on a number of vital new facilities for the benefit of the growing community. The £85m Education Hub at Alkerden in Whitecliffe commenced and has made great progress with expected completion in the Autumn of 2026. Construction has started on two new community buildings in the Weldon neighbourhood, each with investment from Ebbsfleet Development Corporation.

Sales of new homes have however slowed from its previous peak, and certain typologies are selling much less well than previously. Housebuilders as a result are considering alternative tenures and types of housing, and we have seen the first new 'single family homes for rent' being built in Alkerden, but the slowing of the sales pace has resulted in a lower number of completions in 2025/26, and we expect these lower rates to continue in 2026/27.

The Corporation achieved significant milestones in its progress toward delivering the vital social and civic heart of the Garden City at Ebbsfleet Central. Firstly, our planning application for Ebbsfleet Central East obtained a 'resolution to grant' outline consent in July 2024 and in February, our Outline Business Case received approval from the Ministry of Housing, Communities and Local Government (MHCLG). There is still much work to do to bring this vitally important major scheme forward, but these milestones demonstrate the determination and capability of the Corporation to achieve the overall vision.

In March 2026, following a rigorous Spending Review process in 2025 and engagement with key stakeholders, we received confirmation from MHCLG of a four year funding allocation from 2026/27 to 2029/30, totalling £157m of capital grants. This represents a great vote of confidence in our vision to deliver for the Ebbsfleet community, and I am excited to have the opportunity to lead the Corporation at such an opportune moment. I would like to thank my predecessor as CEO, Ian Piper, who retired in March 2026 and whose leadership over eight years has been vital providing the foundation for the next phase of development of the Garden City.

I would like to thank all of our partners who share the visions and endeavour to create a great place to live and work. In particular this year I would like to thank the Kent and Medway Integrated Care Board and the Dartford & Gravesham NHS Trust, both of whom have worked closely with us to facilitate the provision of new health facilities in the Alkerden Community Hub which will start to be constructed during 2026.

Sara Waller – Chief Executive

Performance Overview:

This section provides an understanding of the Corporation and how it has performed.

Ebbsfleet Development Corporation Purpose and Activities:

Ebbsfleet Development Corporation (EDC) was established on 20 April 2015 as a statutory body which reports to the Secretary of State for the Ministry of Housing, Communities and Local Government (MHCLG), tasked with facilitating the delivery of a Garden City at Ebbsfleet. The Corporation, backed with Government funding, provides the direction, focus and expertise necessary to coordinate investment and facilitate new development at Ebbsfleet which meets the needs of both residents and businesses. It also acts as the catalyst for the regeneration and development of the area, ensuring that any future development benefits the existing residents and businesses in the wider area – including those beyond the Corporation's boundary.

EDC had an approved Corporate Plan that covered the period 2021-2025. This Plan set out the aims and objectives of the Corporation, which assists delivery of our vision (as set out in EDC's vision for Ebbsfleet in 2035) with Ebbsfleet being a great place to live, work and visit.

EDC was established to facilitate delivery of around 15,000 new homes and associated employment and other developments, to an increased pace and quality. The Corporation takes a leadership role across Ebbsfleet to enable the delivery of our vision and to ensure that we bring key players together, tackle key issues, remove obstacles that block progress and give development at Ebbsfleet a strong voice.

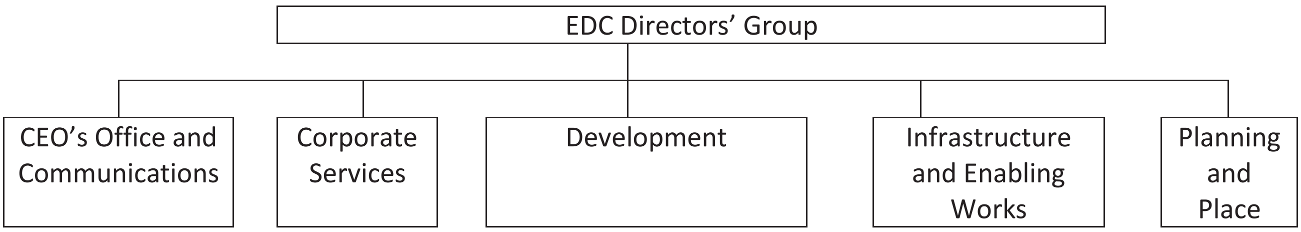
The Corporation became responsible for the local planning authority powers on 1 July 2015 for the EDC area in respect of planning functions which previously had resided with Dartford Borough Council, Gravesham Borough Council and Kent County Council.

The regeneration of Ebbsfleet is a long-term programme. To assist with achieving the Government's 'Garden City' vision, during 2024/25 EDC continued working with partners and local communities and by investing in key infrastructure.

The Corporation is domiciled in the United Kingdom and conducts its business from The Observatory, Castle Hill Drive, Castle Hill, Ebbsfleet, Kent DA10 1EE.

Organisational Structure

EDC's work was organised in 2024/25 around five teams as follows:



Headed by the Chief Executive, Ian Piper, the Corporation's Directors' Group also comprised EDC's Director of Corporate Services, Director of Development, Director of Infrastructure and Enabling Works and the Director of Planning and Place. Ian left the role of Chief Executive in March 2026 and was replaced by Sara Waller.

Diversity & Inclusion

EDC has an Equality Policy that encourages equality and diversity amongst our workforce, and we are committed to further opportunities to break down barriers in this area. During 2024/25 an external review was commissioned on how we were meeting our obligations under the Public Sector Equality Duty and on how we could further enhance our arrangements. This review led to the development of an action plan that we began implementation of in Autumn 2024.

This includes the development and inclusion of corporate equality objectives in our next Corporate Plan, review of our Equalities Policy and Equality & Diversity Statement as well as signing up to the Government 'Disability Confident' scheme to help us to further enhance how we recruit, retain and develop disabled people.

Performance Summary

EDC has 12 Key Performance Indicators (KPIs) and targets agreed with Government. An analysis of the Corporation's performance against these KPIs is set out later in this section.
Additionally, during 2024/25:

1. Complaints to the Local Government Ombudsman – there were none involving EDC.
2. Whistleblowing arrangements – are in place at EDC but were not used.
3. Health and Safety procedures are fully established. There were no incidents
4. Prompt payment directive – EDC took an average of 13.76 days to pay its supplier invoices in 2024/25 (14.19 days in 2023/24).
5. EDC has carried out various community building activities.

- Grant funding was used (in line with the budget / Government allocation for the year) to fund:

	2024/25 £ million	2023/24 £ million
Capital Expenditure	14.4	5.4

The 2024/25 Capital expenditure of £14.4m (2023/24 £5.4m) comprised of £8.5m (2023/24 £3.8m) of new net asset additions (Property, Plant and Equipment, Financial Instruments, Investment Property and Inventory) shown in the Statement of Financial Position (SoFP) on page 31 and £5.8m (2023/24 £1.58m) of grants expensed through the Statement of Comprehensive Net Expenditure (SoCNE) on page 32. Grant funding was also utilised to finance revenue expenditure in the year.

Key issues and risks affecting EDC delivery of objectives

The key issues faced by EDC during 2024/25 were:

1. Delays to the delivery of community infrastructure
2. Delivery of the Ebbsfleet Central vision
3. Local connectivity and transportation challenges of the area
4. Local Government reorganisation
5. Long term funding uncertainty

Despite the above, the housing market remained buoyant in Ebbsfleet throughout the year, resulting in 648 completions in the 12 months to 31 March 2025.

EDC has worked with Natural England, following the designation of part of the land owned by the Corporation at Ebbsfleet Central as a Site of Special Scientific Interest (SSSI). The Corporation has concluded that the vision for the centre of Ebbsfleet can still be achieved.

EDC has a Risk Management Strategy in place to ensure it manages risks effectively. The strategy defines the procedures, tools and processes put in place to manage risks related to the delivery of Ebbsfleet regeneration. The key elements of EDC's risk management arrangements are:

- Responsibility for the management of risk across the Corporation resides with EDC's Chief Executive
- EDC Board provide oversight, approve the Risk Management Strategy, review the Strategic Risk Register periodically and sets the Risk Appetite;
- A Risk Sub-Committee comprising EDC officers meets regularly to review risks and consider mitigations;
- The Corporation's Audit & Risk Assurance Committee (ARAC) is responsible for assessing and challenging the overall effectiveness of the risk management processes
- EDC Project Boards are responsible for regularly reviewing and monitoring individual project risks.

Going Concern basis

The financial statements and accounts within this document have been prepared on a going concern basis due to the "continued provision of service assumption" being applied. Budgets for the 2026/27 Financial Year, and indicative budgets up to 2029/30, have been confirmed through a delegation letter from MHCLG following the 2025 Spending Review process, giving EDC the resources to deliver on its objectives.

Office for National Statistics (ONS) classification of EDC

In 2019 the ONS determined that:

"Ebbsfleet Development Corporation (EDC) is an Urban Development Corporation, tasked with responsibilities that include acting as the local planning authority responsible for the development of the Ebbsfleet area. ONS has assessed the classification status of EDC and has concluded that it is subject to public sector control for reasons including that the Statutory Instrument that established EDC allows the Chair and Board members to be appointed by the Secretary of State for MHCLG. The assessment also concluded that EDC is a non-market producer as it is funded primarily by grant from the MHCLG. EDC operates specifically within the geographical area of Ebbsfleet, the grants it receives are used to develop the Ebbsfleet area, and EDC was granted local planning powers which previously resided with three local authorities. Therefore, as EDC has a local sphere of competence, it has been classified to the Local Government subsector (S.1313) with effect from 20 April 2015, the date the Statutory Instrument came into effect".

Legacy / Stewardship

In October 2020 EDC obtained MHCLG approval for the establishment of a stewardship organisation – the Ebbsfleet Garden City Trust (EGCT). An implementation plan for the Trust was agreed with EDC Board and to support this activity a Project Manager was appointed by EDC to manage and coordinate delivery of the plan. The EGCT appointed its first Board Members over the summer of 2021 and produced its first set of company financial statements for the period to 31 March 2022. The Trust obtained charity status in late 2022.

In 2024/25 EDC provided grant funding of £150,000 directly to the Trust, for it to use to cover its operational expenditure. That expenditure incurred (along with any other grants given to the Trust for specific purposes) has been included within EDC's 2024/25 financial statements.

Under the EGCT governance structure, EDC can appoint two EDC Board Members to the ECGT Board (the EGCT can have 12 Board representatives in total). The EGCT is an independent organisation tasked with providing a viable and sustainable vehicle for the long-term stewardship and management of the community assets within the established Ebbsfleet area in perpetuity.

Given the shared aims and objectives that the Trust and EDC have, the organisations work closely together, but EDC has no financial interest / investment in the Trust, so no disclosures are required in line with IFRS 12 - Disclosure of Interest in other Entities.

Given the Board appointments (that EDC can make to the EGCT Board), EDC considers the EGCT to be a related party and will therefore disclose any expenditure with the EGCT within the related party note (note 17 within these Annual Report and Accounts) for each appropriate year.

Swanscombe Peninsula Site of Special Scientific Interest (SSSI)

In November 2021 Natural England (NE) formally confirmed that some of the land owned by EDC at Ebbsfleet Central was part of the Swanscombe Peninsula SSSI.
EDC has continued to work collaboratively with NE in order to deliver an Ebbsfleet Central looking at the options to integrate nature alongside the new housing and commercial development.

Modern Slavery

Ebbsfleet Development Corporation, in line with UK government policy, is committed to eradicating modern slavery from the domestic and global economy. We recognise that Modern Slavery is a crime and a violation of fundamental human rights. We are aware that Modern Slavery takes various forms, including slavery, servitude, forced and compulsory labour and human trafficking, all of which have in common the deprivation of a person’s liberty by another in order to exploit them for personal or commercial gain.

EDC has responsible employment practices, and its procurement procedures comply with PPN 009 Tackling Modern Slavery in Government Supply Chains.

Performance Analysis:

The Performance Analysis explains in more detail how EDC has performed during the year against its key objectives, using both financial and non-financial performance measures. It expands on the information provided in EDC's Performance Overview and provides the reader with evidence-based analysis of EDC's delivery of objectives, effectiveness and value for money for the taxpayer. This section is intended to help users understand how EDC is using its resources and how performance outcomes align with strategic priorities.

EDC had an approved Corporate Plan that covers the period 2021-2025. The Plan includes key performance indicators (KPIs). Detailed targets are set each year as part of the annual Business Plan process, based on resources allocated and agreed with our sponsor Department, MHCLG. A summary of performance as at the end of March 2025 is set out in the table below.

A fuller description of each KPI and the methodology through which performance is assessed is included in EDC's 2021-25 Corporate Plan at https://ebbsfleetdc.org.uk/about-us/business-corporate-plan/

KPI 2024/25 target	Performance as of end March 2025	Performance as of end March 2024
KPI 1: Housing Delivery: During the year EDC will facilitate at least 620 new home completions	Achieved **- 648** homes were completed during the year, exceeding the target As of end March 2025 there were 4,844 new homes in total in the Ebbsfleet regeneration zone, including those delivered prior to the start of the 2021 Corporate Plan period.	Achieved **- 680** homes were completed during the year, exceeding the target of 580. As of end March 2024 there were 4,196 new homes in total in the Ebbsfleet regeneration zone, including those delivered prior to the start of the 2021 Corporate Plan period.
KPI 2: Quality of Homes and Neighbourhoods: **100%** of homes completed in the year will be within housing development schemes that have achieved a Building for a Healthy Life (previously Building for Life) 'green light' (a design assessment tool used for creating places that are better for people and nature).	Achieved **- 100%** of the homes completed this year were within housing development schemes that have received the Building for a Healthy Life 'green light' assessment	Achieved **- 100%** of the homes completed this year were within housing development schemes that have received the Building for a Healthy Life 'green light' assessment
KPI 3: Diversification of Housing: No target was set for diversified homes for the year	No target was set for 2024/25 (as no diversified housing was delivered).	Achieved - 21 diversified homes were completed during the year exceeding the target of 15. These consisted of a mix of wheelchair units and custom build homes
KPI 4: Affordable Homes: At least 30% of the new homes delivered during the year will be affordable - definition as provided in the National Planning Policy Framework	Achieved **42.7%** affordable homes were completed during the year These were on a range of sites, including Ashmere, Alkerden, Ebbsfleet Green, Harbour Village and Ebbsfleet Cross developments.	Achieved - 155 affordable homes were completed during the year, exceeding the target of 150. These were on a range of sites, including the Cable Wharf, Ashmere and Ebbsfleet Cross developments.
KPI 5: Commercial & Community Floorspace: At least 500sqm of commercial floorspace will be delivered	Not Met – 360 sqm of SEN nursery floorspace was delivered at Cherry Orchard school during the year. A further 141sqm was due to be completed at Cable Wharf by year end,	Achieved – 554 sqm of commercial floorspace was delivered during the year. This comprised two retail units at Cable Wharf within a riverfront apartment block.

(calculated as GIA - Gross Internal Area).	but this is now forecast for late summer 2025.	
KPI 6: Private Sector Investment: In excess of **£150m*** of private sector investment will be levered in during the year	Achieved - **£179.5m** of private sector investment levered. Calculated as Gross Development Value (no of homes delivered x average sales price*) less developer margin of 20% + cost of any commercial floorspace delivered using BCIS cost data * based upon average of Dartford and Gravesham average sales prices using UK House Price Index data	Achieved - **£187m** of private sector investment levered, exceeding the target of £140m. Calculated as Gross Development Value (no of homes delivered x average sales price*) less developer margin of 20% + cost of any commercial floorspace delivered using BCIS cost data * based upon average of Dartford and Gravesham average sales prices using UK House Price Index data
KPI 7: New Dedicated Footpaths and Cycle Ways Created: At least **3 km** of new or upgraded dedicated footpaths/cycle ways will be created	Achieved – **3km** of new or improved dedicated footpaths and/or cycleways were completed at various locations across the Ebbsfleet regeneration area to 31 March 2025	Achieved – Approximately **3.135km** completed at various locations across the Ebbsfleet regeneration area to 31 March 2024
KPI 8: Public Transport Connections: **100%** of completed homes to be within a 5 minute walk of a current or future bus route or other public transport connection	Achieved - All of the 648 new homes delivered this year have been assessed to be within 5 minutes walking distance of a current or future bus route or other public transport connection	Achieved - All of the 680 new homes delivered this year have been assessed to be within 5 minutes walking distance of a current or future bus route or other public transport connection
KPI 9: Parks, Open Spaces and Recreation Areas: At least **3** hectares of new or improved parks and open, publicly accessible spaces and recreation areas will be opened	Not Met **– 2.2** hectares delivered at various locations across the Ebbsfleet regeneration area to 31 March 2025	Achieved **– 8.63** hectares delivered at various locations across the Ebbsfleet regeneration area to 31 March 2024
KPI 10: Investment in Social and Community Infrastructure: In excess of £1m of investment in social and community infrastructure	Achieved – The Cherry Orchard SEN facility was delivered in 2024/25, which meant the target was met with £1.4m invested	No target was set for 2023/24. This KPI specifically measures construction costs of social and community infrastructure (e.g. schools and community buildings) and the Ebbsfleet development cycle meant that no new social and community floorspace was planned for delivery during 2023/24.
KPI 11: Good Financial Management: Annual capital and revenue expenditure remain within budget, with the final year end outturn capital position being within a 10% tolerance of the overall annual capital budget Investment funds recovered in line with project investment business cases	Not Achieved - The final capital outturn for the year was below target with £14.4m expenditure achieved against a revised budget allocation of £16.3m resulting in an 11.7% variation. This was due to project slippage at Ebbsfleet Green and Ebbsfleet Central. The forecasted activities are now expected to take place in 2025/26. Revenue expenditure was on target with £6m allocation fully utilised.	Not Achieved - The final capital outturn for the year (subject to audit) was below target with £5.4m expenditure achieved against a revised budget allocation of £8m. This was due to project slippage at Ebbsfleet Green and Ebbsfleet Central. The forecasted activities are now expected to take place in 2024/25. Revenue expenditure was on target with £6m allocation fully utilised. Investment contributions (receipts) relating to the A2 junctions

	Investment contributions (receipts) relating to the A2 junctions improvement project were delivered. Two further projects are in delivery that will recover EDC funding in future years -Electricity and Fastrack projects. EDC is confident that it will recover the majority of the investment in the Electricity Infrastructure, however the full investment is not expected to be recovered. EDC is confident that it will recover its investment in the Fasttrack project.	improvement project were delivered. Two further projects are in delivery that will recover EDC funding in future years - Electricity and Fastrack projects. EDC remains confident that the total amount identified as recoverable in those two project business cases will be achieved.
KPI 12 Community Participation **12a: Community Feeling** ○ At least **80%** of residents of the new neighbourhoods within the Urban Development Area (UDA) responding to our annual residents' satisfaction survey believe there is a strong sense of community feeling in their neighbourhoods **12b: Community Involvement** ○ At least **25%** of residents of the new neighbourhoods within the Urban Development Area responding to our annual residents' satisfaction survey say that they get involved in community activities	Achieved The 2024/25 Residents Satisfaction Survey (RSS) showed that: • 81% of residents within the UDA believe there is a strong sense of community in their neighbourhood. • 34% of residents within the UDA say that they have been involved in community activities	**N/A KPI different in 2023/24** The Resident Satisfaction Survey for the year was completed in November 2023. The responses for the individual questions are as follows: - - 84% of responders felt there is a sense of belonging in their neighbourhood. - 41% of responders had attended an event or activity in Ebbsfleet in the past 12 months. - 14% of responders volunteer. - 85% of responders felt that their neighbourhood is a place where people of different backgrounds can get on well together.

In addition to the above there are also KPIs for the planning service that EDC is delivering. These are

1. 60% of major applications to be determined within 13 weeks or within such extended period as has been agreed in writing between the applicant and the local planning authority. For 2024/25 we achieved 100% (100% in 2023/24).

2. 70% of non-major applications to be determined within 8 weeks or within such extended period as has been agreed in writing between the applicant and the local planning authority. For 2024/25 we achieved 97% (100% in 2023/24).

Environmental performance

The Corporation has set a target to reduce its carbon emissions, with the aim to be net zero carbon by 2030.

Emissions for 2024/25 have been calculated using the latest version of the Greenhouse Gas (GHG) Protocol Technical Guidance manual and by referring to the GHG conversion factors for the relevant year released by the UK Government. The Corporation has calculated the emissions from fuels (Scope 1), electricity (Scope 2) and Scope 3 emissions associated with business travel, staff commuting, homeworking, water consumption and waste and recycling, as these are the most relevant to the organisation.

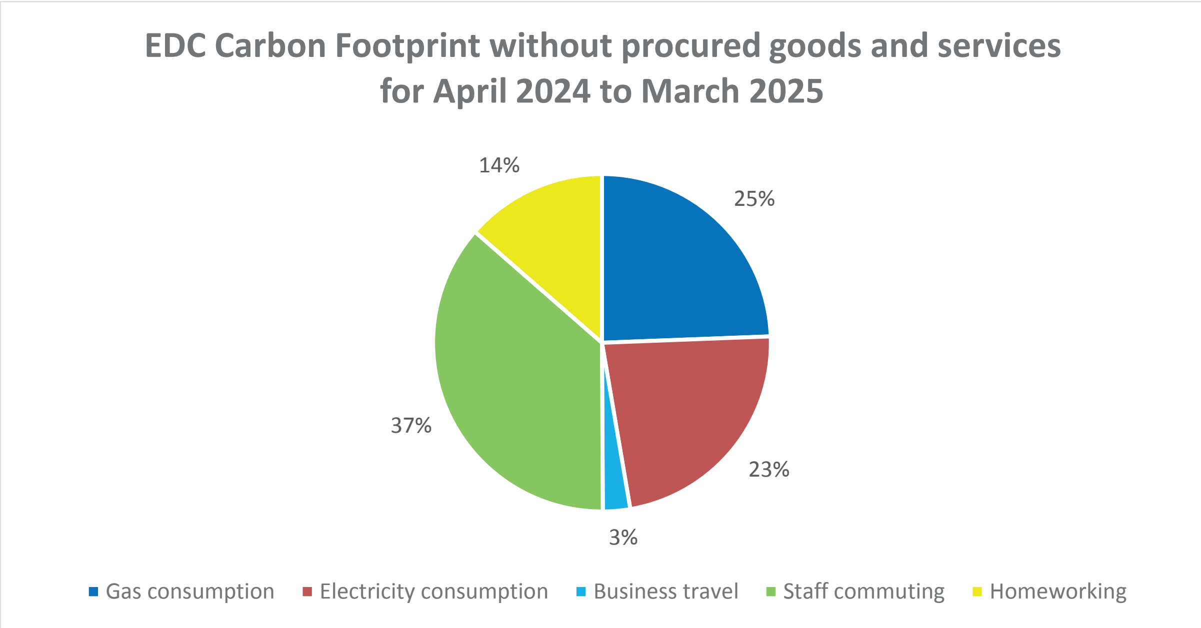
There are multiple greenhouse gases that prevent solar radiation from escaping the atmosphere and contribute to global warming. Each gas contributes towards this effect in different magnitudes. To account for this in reporting, a common unit of carbon dioxide equivalent (CO_2e) is used, which allows the impact of greenhouse gasses to be expressed in terms of the amount of CO_2 that would create the same amount of warming. EDC's calculated footprint therefore covers all GHG emissions, but it is reported in terms of carbon dioxide equivalent.

2024/25 Key environmental findings

The total footprint for EDC during the financial year 2024/25 (excluding procured goods and services) was 116 tCO_2e which was a decrease of 5% from 2023/24.

These emissions can be broken down into three separate scopes according to the Greenhouse Gas Protocol:
• Scope 1: Direct emissions associated with purchased natural gas at the Observatory office – 28.6 tCO2e accounting for 25% of total emissions. (26.3 3tCO2e in 2023/24)
• Scope 2: Emissions associated with purchased electricity at the Observatory office – 26.9 tCO2e accounting for 23% of total emissions. (26 tCO2e in 2023/24)
• Scope 3: Indirect emissions arising from the treatment and supply of waste and water at the Observatory office, business travel and homeworking – 19 tCO2e accounting for 17% of total emissions (22 tCO2e in 2023/24)
• Emissions associated with staff commuting – 40 tCO2e accounting for 36% of total emissions (47.6 tCO2e in 2023/24).

NB - tCO2e stands for tonnes (t) of carbon dioxide (CO2) equivalent (e)



Note: Percentage does not up to 100% due to rounding

Climate Change and its impact on Ebbsfleet and its surrounding area is key to the way EDC develops its long term strategy and individual project analysis. Through its investment in key infrastructure, as well as its planning powers giving specific design guidance to new residential and commercial developments, it aims to ensure resilience from the impacts that rising temperatures, increased flooding and rising waters will bring to the area. In addition, EDC looks to innovate in its projects by reducing the carbon intensity of the energy used, and through its procurement processes looks to drive reductions in fossil fuel usage across the supply chain.

EDC is exempt from Government Greening Requirements through its classification by the Office of National Statistics to the Local Government subsector.

Financial Review:

EDC's Capital Programme allocation for 2024/25 from MHCLG was confirmed at £26.1m. The outturn for the year was £14.4m, broken down by projects as below:

Project Area 2024/25	Capital Outturn (£m)
Ebbsfleet Central	4.5
Northfleet Riverside	0.5
Transport and Utilities	4.6
Civic	4.8
Stewardship / Other	0.04
Total	**14.4**
2024/25 Budget	**26.1**
Underspend	(11.7)

EDC's revenue funding allocation from MHCLG for 2024/25 was £6m. Overall expenditure was £7.2m, with the MHCLG grant supplemented by income generated in year of £0.9m and receipts carried forward from previous years of £0.3m. Expenditure for the year was broken down as below:

Revenue 2024/25	**Outturn (£m)**
Programme Revenue	1.3
Board Costs	0.1
Employee Costs	4.0
Estates and Asset Management Costs	0.8
Other Non-Pay Costs	1.0
Total Expenditure	**7.2**

Sara Waller - Accounting Officer 12 May 2026

Accountability Report

The purpose of the corporate governance report is to explain the composition and organisation of EDC's governance structures and how they support the achievement of EDC's objectives.

Corporate Governance Report:

Directors' report:

Board Composition during the year to 31 March 2025

The Board is composed of up to 11 members appointed by the Secretary of State for Housing, Communities and Local Government and EDC's Chief Executive.

EDC's Chairman during this period was Simon Dudley who was appointed in January 2021. EDC's Chief Executive during this period was Ian Piper. Board member biography details and a register of members' interests can be found at:

https://ebbsfleetgardencity.org.uk/who-we-are/the-board/

Board Members as at 31 March 2025

Name	Date of Original Appointment	First Re-appointment	Second Re-appointment	Expiry Date
Simon Dudley	20/01/2021	20/01/2025	-	20/07/2025
Jeremy Kite	20/04/2015	20/04/2021	21/04/2024	20/04/2027
Nick Shattock	31/08/2020	01/09/2023	-	31/08/2026
Neil Cameron	14/02/2021	15/02/2024	-	14/02/2027
John Burden	14/02/2021	15/04/2024	-	14/04/2027
Derek Murphy	25/10/2021	25/10/2024	-	24/10/2027
Simon Blanchflower	20/07/2022	-	-	19/07/2025
Fred Maroudas	20/07/2022	-	-	19/07/2025
Valerie Owen	20/07/2022	-	-	19/07/2025
Ian Piper	25/09/2017	-	-	-

Cllr. John Burden had been attending EDC Board since June 2019 as Gravesham's nominated representative. His formal appointment date is stated above.

Board and Committee attendance

Attendance of Board members at EDC Board and committee meetings during the year is as follows. For each Committee, attendance by the member is shown followed by the number of times each Committee met during that member's tenure. The purpose of each committee is described on page 13.

Name	Board	Audit and Risk	Planning	Remuneration	Investment Panel
Simon Dudley	7/7	-	-	2/2	10/10
Jeremy Kite	4/7	-	-	0/2	-
Nick Shattock	7/7	4/4	-	-	9/10
Neil Cameron	7/7	-	8/8	2/2	-
John Burden	5/7	-	-	-	8/10
Derek Murphy	2/7	-	-	-	-
Simon Blanchflower	7/7	4/4	-	-	10/10
Fred Maroudas	6/7	4/4	3/8	-	-
Valerie Owen	7/7	-	8/8	2/2	-
Ian Piper	7/7	-	-	-	-
Board Members - who left or resigned during 2024/25	Board	Audit and Risk	Planning	Remuneration	Investment Panel
None	-	-	-	-	-
Non-Board Members (Planning Committee)					
Rev. Penny Marsh	-	-	8/8	-	-
Cllr David Mote	-	-	8/8	-	-
Cllr Lee Croxton	-	-	7/8	-	-
Cllr James McInvoy	-	-	2/3	-	-

Information security risk

The Senior Information Risk Owner has confirmed that the annual assessment for 2024/25 shows compliance with HM Government's Security Policy Framework and other regulatory requirements. There were no incidents reported to the Information Commissioner during the year as no personal data was lost.

Statement of Accounting Officer's responsibilities

Under the Local Government, Planning and Land Act 1980, the Secretary of State has directed Ebbsfleet Development Corporation to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of Ebbsfleet Development Corporation and of its income and expenditure, Statement of Financial Position and cash flows for the financial year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- observe the Accounts Direction issued by the Secretary of State including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the financial statements; and
- prepare the financial statements on a going concern basis;
- confirm that the annual report and accounts as a whole are fair, balanced and understandable and take personal responsibility for the annual report and accounts and the judgements required for determining that it is fair, balanced and understandable.

The Accounting Officer of MHCLG designated the current Chief Executive Officer as Accounting Officer of Ebbsfleet Development Corporation from 1 April 2026.

The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, keeping proper records and safeguarding Ebbsfleet Development Corporation's assets, are set out in Managing Public Money published by the HM Treasury.

As Accounting Officer, I confirm that, as far as I am aware, there is no relevant audit information of which the entity's auditors are unaware, and that as Accounting Officer I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that the entity's auditors are aware of that information. As Accounting Officer, I confirm that the annual report and accounts as a whole are fair, balanced and understandable and that I take personal responsibility for the annual report and accounts and the judgments required for determining that it is fair, balanced and understandable.

Governance Statement

Introduction

This Governance Statement provides an overview of the control structure of Ebbsfleet Development Corporation (EDC). It explains the stewardship of the organisation and how EDC has responded to the risks, opportunities and challenges it has faced during the 2024/25 financial year and subsequently, as well as looking ahead to those it faces going forward.

Scope of responsibility

As Accounting Officer, I have responsibility for maintaining a sound system of internal control that supports the achievement of EDC's policies, aims and objectives. I also ensure that EDC operates to a high standard of probity and uses its resources efficiently, economically and effectively, in accordance with the responsibilities assigned to me by the Principal Accounting Officer of the Ministry of Housing, Communities and Local Government (MHCLG) and as defined in Managing Public Money.

Accountability Arrangements

I was appointed EDC's Accounting Officer (AO) on the 1 April 2026. As AO, I am responsible across EDC as a whole for ensuring:

- regularity and propriety
- affordability
- value for money
- accounting accurately for the organisation's financial position and transactions

The Accounting Officer responsibility covers all aspects of EDC's operations.

A scheme of internal delegations is in place that enables the day-to-day management of EDC to be shared with the Executive Directors of EDC. The scheme of delegations is kept under review throughout the year and was last approved by the Board in July 2025.

Upon my appointment as AO, I was given advice from my predecessor in post Ian Piper around the existing control structure of the organisation, and sought assurances from the other Executive Directors around their roles in ensuring effective governance.

Relationships between the Corporation and MHCLG

The relationship between EDC and MHCLG is formally governed by a detailed Framework Document (which has been updated by MHCLG to reflect the July 2019 ONS classification change) and a supporting sponsorship infrastructure. The detailed plans and priorities for EDC are set out in approved Corporate Plans and annual Business Plans.

Prior to my starting the AO role I had meetings with senior officials of MHCLG to establish the key relationships with them as the sponsor department, and I will continue to have regular engagement with them, including quarterly Accounting Officer meetings. Ian Piper, my predecessor as AO, conducted these regular meetings throughout his tenure. EDC's Corporate Risk Register will be regularly reviewed at that meeting along with EDC's performance against Key Performance Indicators outlined in the Annual Business Plan.

MHCLG representatives attend the Corporation's Board and the Audit & Risk Assurance Committee meetings, all of which helps to strengthen the understanding between the two organisations.

EDC Board

The Board is regularly presented with a range of information at their meetings to enable them to fulfil their oversight function. This includes both financial information such as budgets, expenditure and receipts, actuals, forecasts and variances together with non-financial information regarding progress towards the achievement of agreed priorities and actions. Through the presence of EDC management at Board meetings to clarify and expand on the information given, the assurance given by the Audit and Risk Committee and both Internal and External Audits, the Board is satisfied that the data provided is accurate and helpful for it to discharge its duties effectively.

Board and its Sub- Committees

Board Members have collective corporate responsibility for ensuring that the Corporation discharges its functions effectively and efficiently in accordance with the Framework Document; fulfils the overall aims, objectives and the priorities approved by the Secretary of State in the Corporate Plan; follows all guidance and directions issued by the Secretary of State; and ensures that EDC complies with all statutory or administrative requirements relating to the use of public funds.

The EDC Board currently operates four sub-committees:

- Audit and Risk Assurance Committee
- Planning Committee
- Investment Panel
- Remuneration Committee

Audit and Risk Assurance Committee

This sub-committee supports the Accounting Officer and the Board in their responsibilities for risk control, governance, financial stewardship and financial and statutory reporting. It reviews the comprehensiveness of assurances and reporting processes, consistent with the Accounting Officer's assurance needs. Meetings are attended by representatives of the National Audit Office (NAO), the Government Internal Audit Agency (GIAA), and MHCLG. It met 4 times during the year 2024/25 and considered the Corporation's risk management arrangements, assurance controls, accounting and budgeting implications of the capital programme, as well as assurance mapping, the outcomes of internal audit reports and the annual report and accounts.

Planning Committee

EDC became the Local Planning Authority for Development Management purposes from 1 July 2015. The Planning Committee considers and determines planning applications submitted within the designated area. It met 8 times during the year.

Remuneration Committee

The sub-committee advises the Board on pay and reward matters. It oversees the development of the Corporation's pay structure and reward policies. It met twice during the year 2024/25 to deal with remuneration and staff policy matters.

Investment Panel

The Investment Panel considers and provides advice to the Board on significant investment decisions and at key gateways in the delivery process. It met 10 times during the year 2024/25.

2024/25 Activity

During 2024/25 the Corporation continued to work with landowners, developers and other partners to ensure progress in delivering the community at Ebbsfleet. 9 housebuilders and developers have been active on site during the year, and the Corporation exceeded its annual housing target by enabling the completion of 648 new homes. At the end of March 2025 there had been 4,844 new homes completed in Ebbsfleet. There is detailed planning permission for 6,307 homes, and during the year the Corporation determined 3 reserved matters applications for 545 homes.

The Corporation's plans to deliver a new civic, residential and commercial centre on 110 hectares of land at Ebbsfleet Central, providing jobs, homes, community and cultural facilities, all based around the International Station, progressed during 2024/25. EDC's planning application, for the eastern side of the site, obtained a resolution to grant status. The Outline Business Case for the required investment to unlock phase 1 was approved by MHCLG in February 2025. Work on the Full Business case is now underway.

The Corporation continued work on the many other elements that make Ebbsfleet a great place to live and work, such as creating new commercial space, sustainable transport infrastructure, community buildings, as well as supporting a wide range of community events and initiatives. Activity on these projects focussed on design and feasibility, preparation of appropriate business cases for the required, and progressing planning applications and providing investment for the construction stages.

The Risk Management process

The risk management process is integrated and multi-layered within EDC. It operates from both a top-down perspective, through the identification of strategic risks, and a bottom-up process, through the identification of risks associated with individual projects, programmes and activities. The reporting regime aims to ensure that responses to risks are effective and that emerging risks are escalated in a timely fashion.

Key methods of embedding risk management in the activity of the business include:

- risk identification, assessment and mitigation plans included in corporate and business plans
- routine consideration of risk in all project investment decision making processes – and these are reviewed and monitored by EDC Project Boards
- regular review of the risk registers for projects, programmes, operating areas and the corporate risk register
- regular risk management reporting to senior management, with challenge and review at Project Boards, the Audit and Risk Assurance Committee and the Board

Specific arrangements are in place to ensure that information risk is appropriately dealt with. The Senior Information Risk Officer is the Accounting Officer. Directors and staff collectively monitor compliance with the Security Policy Framework issued by the Cabinet Office including the mandatory data handling guidelines and aims to ensure that information security is aligned with mainstream business.

Key Risks monitored during the year 2024/25, as well associated actions and mitigations included:

Risk	Actions / Mitigations undertaken by EDC
Delays to the delivery of Community Infrastructure.	Worked with key stakeholders to resolve any delivery issues and / or considered the provision of temporary community facilities.

Delivery of the Ebbsfleet Central vision.	Obtained resolution to grant planning decision for the eastern area of Ebbsfleet Central EDC owned area. Obtained Outline Business Case approval from HM Government for the project. Work is now progressing on the Full Business Case which will facilitate financial support and therefore enable delivery of the scheme.
Local connectivity and transportation challenges of the Ebbsfleet area.	Worked with Kent County Council and other local stakeholders to deliver our ‘green corridor’ programme that aims to improve connectivity across Ebbsfleet.
Local Government reorganisation and the impact this may have on decision making for the Ebbsfleet area	Early engagement started with officers and key councillors. Existing representation from Local Authorities on EDC’s Board.
Long term funding uncertainty	Engagement with Ministers and MHCLG officials. Future expenditure plans submitted as part of the Spending Review in 2025.

Counter Fraud and Whistleblowing

EDC has counter fraud and whistleblowing policies in place. There was no fraud detected in the year 2024/25 and the whistleblowing procedures were not utilised.

The system of internal control

The system of internal control is designed to manage risk to an acceptable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can, therefore, only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the organisation’s policies, aims and objectives, to ensure the safeguarding of assets, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The Corporation’s self-assurance process was utilised during the year and assists the internal control mechanisms.

The Corporation has reviewed and taken actions to follow best practice outlined by the thirteen Functional Standards issued by the Government. These standards set expectations for the management of areas of work (e.g. project delivery, commercial, grants, property, finance, HR, communications etc) and the functional model across government. They have been created as the primary reference documents for improved and consistent ways of working, to help organisations achieve their objectives more effectively and efficiently.

Key control systems

EDC operates a range of key controls covering policies and procedures, resource allocation, appraisal methodologies, IT systems, reporting routines, delegations of authority and many others to mitigate risks to within acceptable levels. The corporate and business planning processes set out EDC’s objectives and resource allocation and establish budgets and targets against which performance is ultimately judged.

Reporting and monitoring routines have been established for the investment programme and project activity. These enable progress to be tracked, forecasts to be made and corrective action to be taken where this is deemed necessary. Operating costs are also routinely monitored and reported in this way.

Significant control issues

During the year end process for the 24/25 Annual Accounts, external audit identified a number of control matters that have led to prior period adjustments being required, as set out in Note 19 of these accounts.

Independent assurance arrangements

The Corporation uses the Government Internal Audit Agency (GIAA) to provide an Internal Audit function. They provide independent assurance across all EDC’s governance, risk and control arrangements, and operate in accordance with Public Sector Internal Audit Standards. The Corporation is subject to external audit by the NAO.

Review of effectiveness

As Accounting Officer (AO), I have responsibility for reviewing the effectiveness of the system of internal control. My review has been informed by the work of Internal Audit, assurances from my predecessor Ian Piper, the assurances provided by the Executive Directors, who collectively and individually have responsibility for the development and maintenance of the internal control framework through their management assurance statements, and comments made by the NAO acting as external auditors in their management letter and other reports.

The system of internal control is subject to ongoing review, and this process is coordinated and managed through the Audit and Risk Assurance Committee who in turn provide both regular feedback to the main Board and an annual report and overall opinion on the system of internal control.

The Audit and Risk Assurance Committee bases its judgment on the reports and opinions of Internal Audit, updates provided by the National Audit Office, internal risk reports, externally commissioned reviews, reports on the preparation of the Financial Statements and reports from the Senior Information Risk Officer.

Internal Audit

Internal Audit has performed a programme of independent and objective reviews, in accordance with the Public Sector Internal Audit Standards and other work to provide assurance on the system of internal control. Internal Audit update their programme of work during the year to reflect changes in the risk profile and assurance requirements. The outcome of their work has been regularly reported to me, the Audit and Risk Assurance Committee, the NAO and MHCLG. There is a rigorous process in place to follow up the implementation of actions agreed as part of their work.

The 2024/25 Internal Audit work-plan included three reviews.

- Corporate and Business planning – substantial assurance
- Fraud Controls - moderate assurance
- Key Financial Controls - substantial assurance

Internal Audit opinion

The overall Internal Audit opinion for the year ended 31 March 2025, based on the reviews above, resulted in an overall substantial (green) opinion for governance, risk management and control.

Internal Audit Reports

Subsequently, during 2025/26, three more internal audits have been performed, with the reports presented to ARAC in March 2026. These were:

- Data Governance- limited assurance
- Assurance Mapping and Risk Management- limited assurance
- Major Projects and Functional Roles- moderate assurance

For each of these reports, there are clear actions agreed between my predecessor Ian Piper, the GIAA and the new Director of Corporate Services, and these reports were presented and discussed at the Audit and Risk Assurance Committee in March 2026. The new Director of Corporate Services will focus on completing the agreed actions to correct the weaknesses identified in these areas.

There has not yet been an overall opinion issued for 2025/26.

Future challenges

Delivery of the overall vision for the Garden City is heavily dependent on creating a vibrant and successful central heart. Delivery of the plans for Ebbsfleet Central will require significant public sector investment. Work on the Full Business Case which seeks approval from Government for the funding is underway.

The number of new residents in the local area continues to grow and this brings new challenges and pressures. A major challenge is ensuring the provision of social & community facilities and statutory services keep pace with the growth of the new community. This will continue to be a priority over the next and following years.

The Corporation is the fulcrum for much that happens in Ebbsfleet so our level of engagement with the residents over the issues affecting their day to day lives will only grow. The residents' Community Board is now well established and provides a sounding board to help shape our support and future interventions in the area. Whilst, as the enablers of the Garden City, we have a level of involvement in most things, the Corporation must work closely with other service providers to ensure, transport, health and education facilities are provided to meet the needs of the growing community.

The Corporation is now the owner of substantial areas of land within the Garden City boundaries, and with this comes the responsibilities for managing those assets effectively and efficiently, including for health and safety of staff, the public and stakeholders. To meet these responsibilities the Corporation has ensured that we have the required skills and capacity to manage its sites appropriately.

Conclusion

Based on the content of this report, assurances I have received from my predecessor as Accounting Officer, the Executive Team, from the Board and Audit and Risk Assurance Committee and the reports from internal and external auditors with clear action plans in place, I am satisfied that appropriate governance arrangements were in place during 2024/25 and up to the date of approval of the Annual Report and Accounts. I am committed to a culture of continuous improvement, enabling the Corporation to develop and improve the framework of governance, risk management and internal controls going forward.

2 - Remuneration and Staff Report:

The remuneration and staff report sets out how EDC's remuneration policy has been implemented during the year.

Total staff costs (excluding Non-Executive Board members' costs) are:

	Year ended 31 March 2025 £000	Year ended 31 March 2024 £000
Permanent Staff Costs	3,154	2,983
Permanent Staff Social Security Costs	358	342
Permanent Staff Pension Costs	666	578
Seconded Staff	0	77
Contract Staff *	319	272
	4,497	**4,252**
Capitalised Permanent Staff Costs	(615)	(690)
Capitalised Contract Staff *	(206)	(198)
Additional Pension Costs (IAS 19)	(214)	(116)
Agency and Temporary Staff	187	425
Total Staff Costs	**3,649**	**3,673**

The information in the table above is audited.

As at the 31 March 2025, 49 permanent staff and 2 fixed term contract staff (FTC) were in post (31 March 2024 = 53 permanent staff and 3 FTC)

* 2023/24 has been restated to include the Capitalised Contract Staff Costs, the total staff costs remains as previously stated.

Non-Executive Board Member' Costs	Year to 31 March 2025 £000	Year to 31 March 2024 £000
Board Members' Fees	94	99
Social Security Costs	6	6
Pension Costs	N/A	N/A
Total Board Members' costs	**100**	**105**

		Year to 31 March 2025 £000	Year to 31 March 2024 £000
Simon Dudley	Chair	25-30	25-30
Neil Cameron	Board Member	15-20	15-20
Nick Shattock	Board Member	10-15	10-15
Lord Moylan	Board Member (Until August 2023)	0	5-10 (10-15 Full-year equivalent)
Simon Blanchflower	Board Member	10-15	10-15
Valerie Owen	Board Member	10-15	10-15
Fred Maroudas	Board Member	10-15	10-15

The information in the table above on Non-Executive Board Member Remuneration is audited.

Simon Dudley’s full year remuneration is £28k pa. EDC non-executives are remunerated at the full year rate of £12k pa (£18k pa for the Chair of the Planning Committee). The Chairman has a time commitment of one day per week. The Planning Committee Chair has a time commitment of up to 3 days per month, whilst the other Board members have a time commitment of up to 2 days per month.

In addition to the Board members listed above, there are also representatives of the three local councils (Dartford BC, Gravesham BC, and Kent CC) on the EDC Board (see section 1 of the Accountability Report for details of the post holders). These EDC Board local council positions are not remunerated, nor do they have any pension entitlement, therefore none of the post holders received any remuneration payments from EDC. The other EDC Non-Executive Board members are entitled only to their remuneration, plus travel expenses in accordance with the Corporation’s expenses policy. They do not have any pension entitlement. No bonus or performance pay was made to any Non-Executive Board member in 2024/25 or 2023/24.

The Chief Executive is a member of the Board, but the costs of the role are included within staff costs.

The Executive Senior Management Team

The Executive Team was led by Ian Piper, as Chief Executive, until 31 March 2026. The Executive Team is responsible for delivering the strategy set by the Board.

Permanent Executive Directors

			Year ended 31 March 2025				Year ended 31 March 2024			
	Name	Position	Salary received in period – range £000	Non-Consolidated Performance Award - range £000	Accrued Pension Benefits over the period (to the nearest £1,000) £000	Total remuneration in period – range £000	Salary received in period – range £000	Non-Consolidated Performance Award - range £000	Accrued Pension Benefits over the period (to the nearest £1,000) £000	Total remuneration in period – range £000
1	Ian Piper	Chief Executive	165-170	0-5	49	215-220	160-165	0-5	47	205-210
2	Gerard Whiteman	Director of Corporate Services	105-110	0-5	34	140-145	100-105	0-5	32	135-140
3	Mark Pullin	Director of Planning and Place	105-110	0-5	34	140-145	100-105	0-5	32	135-140
4	Jennifer Hunt	Director of Development	105-110	0-5	34	140-145	100-105	0-5	32	135-140
5	Paul Abrahams	Director of Infrastructure & Enabling (From May 2023)	125-130	0-5	38	160-165	105-110 (120-125 Full-Year equivalent)	0	32	135-140 (150-155 Full-year equivalent)

The information on Permanent Executive Directors Remuneration above is audited.

The permanent employees shown above did not receive any benefits in kind in either year. The Director of Infrastructure and Enabling was appointed in May 2023.

In line with the FReM, the Accrued Pension Benefits shown above represent the real increase in pension accrued over the period (shown in the following table) multiplied by 20 years, less the individual’s own contributions made in the year.

The ‘Salary’ column above consists of gross salary. The Corporation did not pay recruitment, or retention amounts or any other allowances. Remuneration levels for the Directors were agreed with MHCLG at the time of hiring. Any proposed changes in remuneration are in line with government public sector pay policy (based upon the Civil Service pay remit guidance) and are considered first by the EDC Remuneration Committee before being submitted for approval by the EDC Board. Appointments are on open-ended service contracts which do not contain any pre-determined compensation on termination of office. Employees of the Corporation have notice periods of up to three months.

In 2024/25 the 5 Directors each received a £1,035 (23/24 £1,505) non-consolidated performance payment (pro-rata for the Director of Infrastructure & Enabling). Performance pay is determined on the basis of corporate performance during the year and is in line with government policy (Civil Service Pay Remit) and subject to approval from the EDC Board.

Permanent Executive Directors' Pension disclosures:

	Accrued pension at pension age at 31 March 2025 £'000	Real increase in pension at pension age £'000	Cash Equivalent Transfer Value (CETV) at 31 March 2025 £'000	Cash Equivalent Transfer Value (CETV) at 31 March 2024 £'000	Real increase in Cash Equivalent Transfer Value (CETV) £'000
Ian Piper	15-20	2.5-5	245	181	41
Gerard Whiteman	35-40	0-2.5	577	516	34
Mark Pullin	35-40	0-2.5	426	383	19
Jennifer Hunt	25-30	0-2.5	263	231	14
Paul Abrahams	0-5	2.5-5	73	34	25

The CETVs have been calculated in accordance with the GAD guidance dated 24 January 2024 adopting the relevant factors in force as at 31 March 2024 and 31 March 2025.

The information in the table above is audited.

Reporting of compensation schemes/exit packages

There were no compensation/exit packages during 2024/25 (nil in 2023/24).
This information is audited.

Fair Pay

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the lower quartile, median and upper quartile remuneration of the organisation's workforce. The banded remuneration of the highest paid director, the Chief Executive, in Ebbsfleet Development Corporation in the financial year 2024/25 was £165k-£170k (2023/24 £160k-£165k). This was 2.79 times (2023/24 2.85) the median remuneration of the workforce, which was £60k (2023/24 £57k). The change in pay ratio is in line with the usual practice of our pay and reward policies with variance from one year to the next affected by the level of pay settlements as well as the application of our other established reward mechanisms.

In 2024/25, no employees (2023/24: no employees) received remuneration in excess of the highest-paid director.

Remuneration ranged from £20k-£25k to £165k-£170k FTE (2023/24 £20k-£25k to £160k-£165k FTE). Total remuneration includes salary, non-consolidated performance-related pay and benefits-in-kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions. (It also excludes any non-reclaimable VAT).

Percentage change in remuneration of highest paid director

Percentage change in remuneration of highest paid director	Salary and allowances	Performance pay and bonuses
The percentage change from the previous financial year in respect of the highest paid director	5.00%	-31.23%
The average percentage change from the previous financial year in respect of employees of the entity, taken as a whole	9.12%	-49.99%

The performance bonus received by the highest paid Director was equal to that of employees.

Pay ratio information

Pay ratio information 2024/25	25th percentile	Median	75th percentile
Total remuneration	£34,251	£60,090	£80,333
Salary component of total remuneration	£33,319	£59,055	£79,298
Pay ratio information	4.89:1	2.79:1	2.08:1

Pay ratio information 2023/24	25th percentile	Median	75th percentile
Total remuneration	£33,718	£57,037	£77,511
Salary component of total remuneration	£30,750	£56,000	£75,632
Pay ratio information	4.82:1	2.85:1	2.10:1

The information on fair pay disclosures above is audited.

Staff Report

	Staff Numbers (FTE)	Permanently Employed Staff	Agency/ Temporary Staff	Seconded Staff	Total
In post at 31 March 2025	Male	18.6	3.9	0	22.5
	Female	31.1	0.3	0	31.4
	Total	49.7	4.2	0	53.9
In post at 31 March 2024	Male	19.6	2.9	0	22.5
	Female	34.2	0.8	0	35
	Total	53.8	3.7	0	57.5

The above table includes 5 Directors (2023/24 5 FTE) – the gender split as at 31 March 2025 was 4 male:1 female (2023/24 4 male: 1 female).

The average number of persons (FTE) employed during the period to 31 March 2025 was 53.4 (2023/24 46.5) permanent/ fixed term; 3.6 (2023/24 5.3 agency/temporary, and nil (2023/24 nil) seconded. The information on average FTE staff numbers is audited.

For the year to 31 March 2025, 344 working days (178.5 days, 2023/24) were lost to staff sickness absence.

Staff turnover - During 2024/25 10 people (16%) left EDC (6 people left in 2023/24, 10%).

Off-Payroll Disclosures

Highly paid off-payroll engagements as at 31 March 2025, earning £245 per day or greater

	Year ended 31 March 2025	Year ended 31 March 2024
No. of existing engagements as of year end	7	6
Of which…		
No. that have existed for less than one year at time of reporting.	3	3
No. that have existed for between one and two years at time of reporting.	2	1
No. that have existed for between two and three years at time of reporting.	1	0
No. that have existed for between three and four years at time of reporting.	0	0
No. that have existed for four or more years at time of reporting.	1	2

These off-payroll engagements (paid via an agency or third party) relate to external Project Managers.

All Highly paid off-payroll workers engaged at any point during the year, earning £245 per day or greater

	Year ended 31 March 2025	Year ended 31 March 2024
No. of engagements, between 1 April and 31 March	7	6
Of which…		
Not subject to off-payroll legislation	7	6
Subject to off-payroll legislation and determined as in-scope of IR35	0	0
Subject to off-payroll legislation and determined as out of scope of IR35	0	0
No. of engagements reassessed for compliance or assurance purposes during the year.	7	6
Of which: No. of engagements that saw a change to IR35 status following the review.	0	0

For any off-payroll engagements of Board members, and/or senior officials with significant financial responsibility, between 1st April and 31st March

	Year ended 31 March 2025	Year ended 31 March 2024
Number of off-payroll engagements of Board members and/or senior officials with significant financial responsibility.	0	0
Total no. of individuals both **on and off payroll** that have been deemed "Board members and/or senior officials with significant financial responsibility", during the financial year. The total figure must include engagements which are **ON PAYROLL** as well as those off-payroll	11	12

Staff Policies - a wide range of staff and employment related policies have been approved by the Board. A Gifts and Hospitality Register is maintained by the Corporation and is examined annually by the Audit & Risk Assurance Committee.

During the year the Corporation gave full and fair consideration to all applications for employment made by disabled persons, having regard to their particular aptitudes and abilities.

No employees of the Corporation have become disabled persons during the period when they were employed by the Corporation; The Corporation fully supports the training, career development and promotion of disabled persons employed by it.

EDC is committed to encouraging equality and diversity amongst its workforce and has an Equalities Policy in place as part of the Corporation's Staff handbook / People Policies Pack. EDC monitors the diversity of applicants for EDC vacancies as part of a voluntary scheme that forms part of the Corporation's recruitment procedures.

The Corporation incurred nil expenditure on consultancy (nil 2023/24).

Loans to employees

There are no season ticket or other loans to employees for 2024/25 (nil, 2023/24).

Pensions

The Local Government Pension Scheme (LGPS) is a funded multi-employer defined benefit scheme.
For 2024/25 employers' contributions of £666k (2023/24 £578k) were payable to the LGPS, being 20.9% (2023/24 19.9%) of pensionable pay of participating members. From April 2025 the employer contribution rate increases to 21.9%.

Trade Union Facility Time

Relevant union officials

Number of employees who were relevant union officials during year ended 31st March 2025	Full-time equivalent employee number
0	0

Percentage of time spent on facility time	
Percentage of time	Number of employees
0%	100%
1-50%	0
51%-99%	0
100%	0

Percentage of pay bill spent on facility time	
Total cost of facility time	0
Total pay bill	£3,649k
Percentage of the total pay bill spent on facility time	0%

Paid trade union activities	
Time spent on paid trade union activities as a percentage of total paid facility time hours	0

3 - Parliamentary Accountability Disclosures:

The Parliamentary accountability and audit report section brings together the key Parliamentary accountability requirements. The parliamentary accountability disclosures below have been audited

Regularity of Expenditure

Losses and Special Payments – There were no losses or special payments in 2024/25 or 2023/24.

Remote Contingent Liability – None (nil 2023/24).

Further Parliamentary Accountability Disclosures

Fees and Charges – The Corporation generates income from planning fees based on the Town and Country Planning (Fees for Applications, Deemed Applications, Requests and Site Visits) (England) Regulations 2012. A list of current charges can be found here:

The Town and Country Planning (Fees for Applications, Deemed Applications, Requests and Site Visits) (England) Regulations 2012

Analysis of Fees & Charges	2024/25 Income Received £000	2024/25 Cost of delivering service £000	2024/25 Surplus/ (Deficit) of income v cost of service £000	2023/24 Surplus/ (Deficit) of income v cost of service £000
Total Planning Fees & Charges	269	1,358	(1,089)	(1,117)

There were no gifts made in the year where the total exceeded £300k (2023/24 – none)

Sara Waller - Chief Executive
12 May 2026

THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE HOUSES OF PARLIAMENT

Opinion on financial statements

I certify that I have audited the financial statements of Ebbsfleet Development Corporation for the year ended 31 March 2025 under the Local Government, Planning and Land Act 1980.

The financial statements comprise the Ebbsfleet Development Corporation's:

- Statement of Financial Position as at 31 March 2025;
- Statement of Comprehensive Net Expenditure, Statement of Cash Flows and Statement of Changes in Taxpayers' Equity for the year then ended; and
- the related notes including the significant accounting policies.

The financial reporting framework that has been applied in the preparation of the financial statements is applicable law and UK adopted international accounting standards.

In my opinion, the financial statements:

- give a true and fair view of the state of Ebbsfleet Development Corporation's affairs as at 31 March 2025 and its net expenditure for the year then ended; and
- have been properly prepared in accordance with the Local Government, Planning and Land Act 1980 and Secretary of State directions issued thereunder.

Opinion on regularity

In my opinion, in all material respects, the income and expenditure recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs UK), applicable law and Practice Note 10 *Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom (2024)*. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of my certificate.

Those standards require me and my staff to comply with the Financial Reporting Council's *Revised Ethical Standard 2024*. I am independent of Ebbsfleet Development Corporation in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that Ebbsfleet Development Corporation's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Ebbsfleet Development Corporation's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

My responsibilities and the responsibilities of the Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

The going concern basis of accounting for Ebbsfleet Development Corporation is adopted in consideration of the requirements set out in HM Treasury's Government Financial Reporting Manual, which requires entities to adopt the going concern basis of accounting in the preparation of the financial statements where it is anticipated that the services which they provide will continue into the future.

Other Information

The other information comprises information included in the Annual Report, but does not include the financial statements and my auditor's certificate thereon. The Accounting Officer is responsible for the other information.

My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my certificate, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion the part of the Remuneration and Staff Report to be audited has been properly prepared in accordance with Secretary of State directions issued under the Local Government, Planning and Land Act 1980.

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Accountability Report subject to audit have been properly prepared in accordance with Secretary of State directions made under the Local Government, Planning and Land Act 1980; and
- the information given in the Performance Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with the applicable legal requirements.

Matters on which I report by exception

In the light of the knowledge and understanding of Ebbsfleet Development Corporation and its environment obtained in the course of the audit, I have not identified material misstatements in the Statutory Other Information.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept by the Ebbsfleet Development Corporation or returns adequate for my audit have not been received from branches not visited by my staff; or
- I have not received all of the information and explanations I require for my audit; or
- the financial statements and the parts of the Accountability Report subject to audit are not in agreement with the accounting records and returns; or
- certain disclosures of remuneration specified by HM Treasury's Government Financial Reporting Manual have not been made or parts of the Remuneration and Staff Report to be audited is not in agreement with the accounting records and returns; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

Responsibilities of the Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Accounting Officer is responsible for:

- maintaining proper accounting records;
- providing the C&AG with access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
- providing the C&AG with additional information and explanations needed for his audit;
- providing the C&AG with unrestricted access to persons within Ebbsfleet Development Corporation from whom the auditor determines it necessary to obtain audit evidence;
- ensuring such internal controls are in place as deemed necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error;
- preparing financial statements which give a true and fair view in accordance with Secretary of State directions issued under the Local Government, Planning and Land Act 1980;
- preparing the annual report, which includes the Remuneration and Staff Report, in accordance with Secretary of State directions directions issued under the Basis of preparation; and
- assessing Ebbsfleet Development Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer anticipates that the services provided by Ebbsfleet Development Corporation will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the Local Government, Planning and Land Act 1980.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Extent to which the audit was considered capable of detecting non-compliance with laws and regulations including fraud

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulations, including fraud. The extent to which my procedures are capable of detecting non-compliance with laws and regulations, including fraud is detailed below.

Identifying and assessing potential risks related to non-compliance with laws and regulations, including fraud

In identifying and assessing risks of material misstatement in respect of non-compliance with laws and regulations, including fraud, I:

- considered the nature of the sector, control environment and operational performance including the design of the Ebbsfleet Development Corporation's accounting policies, key performance indicators and performance incentives.

- inquired of management, Ebbsfleet Development Corporation's internal audit function and those charged with governance, including obtaining and reviewing supporting documentation relating to the Ebbsfleet Development Corporation's policies and procedures on:
    - identifying, evaluating and complying with laws and regulations;
    - detecting and responding to the risks of fraud; and
    - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including Ebbsfleet Development Corporation's controls relating to Ebbsfleet Development Corporation's compliance with the the Local Government, Planning and Land Act 1980 and Managing Public Money.;
- inquired of management, Ebbsfleet Development Corporation's head of internal audit and those charged with governance whether:
    - they were aware of any instances of non-compliance with laws and regulations;
    - they had knowledge of any actual, suspected, or alleged fraud;
- discussed with the engagement team how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, I considered the opportunities and incentives that may exist within Ebbsfleet Development Corporation for fraud and identified the greatest potential for fraud in the following areas: revenue recognition, posting of unusual journals, complex transactions, and bias in management estimates. In common with all audits under ISAs (UK), I am required to perform specific procedures to respond to the risk of management override.

I obtained an understanding of Ebbsfleet Development Corporation's framework of authority and other legal and regulatory frameworks in which Ebbsfleet Development Corporation operates. I focused on those laws and regulations that had a direct effect on material amounts and disclosures in the financial statements or that had a fundamental effect on the operations of Ebbsfleet Development Corporation. The key laws and regulations I considered in this context included Local Government, Planning and Land Act 1980, Managing Public Money, employment law, pensions legislation and tax Legislation.

Audit response to identified risk

To respond to the identified risks resulting from the above procedures:

- I reviewed the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- I enquired of management, the Audit and Risk Assurance Committee and legal counsel concerning actual and potential litigation and claims;
- I reviewed minutes of meetings of those charged with governance and the Board and internal audit reports; and
- I addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and other adjustments; assessing whether the judgements on estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

I communicated relevant identified laws and regulations and potential risks of fraud to all engagement team members teams and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of my certificate.

Other auditor's responsibilities

I am required to obtain sufficient appropriate audit evidence to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control I identify during my audit.

Report

I have no observations to make on these financial statements.

Gareth Davies **Date: 12 May 2026**
Comptroller and Auditor General

National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP

Financial Statements

Statement of Comprehensive Net Expenditure for the year ended 31 March 2025

	Note	Year ended 31 March 2025 £000	Year ended 31 March 2024 Restated £000
Capital Receipts (S106 contributions & Repaid Grant)	3	(2,966)	(4,976)
Other Income	3	(1,596)	(1,015)
Total operating income		**(4,562)**	**(5,991)**
Staff costs	2.1	3,649	3,673
Purchase of goods and services	2.2	3,027	2,723
Depreciation and Amortisation	4&5	265	277
Impairment – Inventory/PPE	4&9	8,414	4,681
(Gain) / Loss Investment Property	6	27	(3)
(Gain) / Loss Financial Instrument (Electricity Project)	7	7,821	(125)
Financial Instrument: In Year Additions - Difference between Transaction Price and Fair Value	7	1,130	331
Impairment - Receivables	8	522	4,976
Revaluation Gain – PPE	4	(24)	(48)
Other operating expenditure – grants	2.4	6,199	1,844
		31,030	**18,329**
Interest on pension fund	14	(64)	(40)
Pension Administration Costs	14	7	6
Net expenditure for the year		**26,411**	**12,304**
Other comprehensive net expenditure			
Revaluation Gain on Property, Plant and Equipment	4	(338)	(1,121)
Return on pension fund assets in excess of interest	14	129	70
Change in effect of asset ceiling	14	1,911	958
Change in financial assumptions	14	(1,736)	(250)
Change in demographic assumptions	14	(16)	(76)
Experience (gain) / loss on defined benefit obligation	14	(17)	19
Comprehensive net expenditure for the year		**26,344**	**11,904**

The notes on pages 36 to 63 form part of these accounts. The restatement of the 31 March 2024 figures is explained in Note 19

Statement of Financial Position
as at 31 March 2025

	Note	31 March 2025 £000	31 March 2024 Restated £000	1 April 2023 Restated £000
Non-current assets:				
Property, Plant & Equipment	4	22,182	21,942	21,010
Intangible Assets	5	0	0	0
Financial Instruments (Electricity)	7	12,707	18,261	17,485
Investment Property	6	2,775	2,790	2,824
Pension asset	14	0	0	571
Total non-current assets		**37,664**	**42,993**	**41,890**
Current Assets:				
Trade receivables & other current assets	8	3,964	1,804	870
Inventory	9	6,626	10,068	11,942
Cash & cash equivalents	10	9,636	8,613	8,572
Total current assets		**20,226**	**20,485**	**21,384**
Total assets		**57,890**	**63,478**	**63,274**
Current liabilities:				
Trade payables & other current liabilities	11	2,297	1,892	1,567
Total current liabilities		**2,297**	**1,892**	**1,567**
Total assets less current liabilities		**55,293**	**61,586**	**61,707**
Non-current liabilities	12	728	827	644
Total non-current liabilities		**728**	**827**	**644**
Total assets less total liabilities		**54,865**	**60,759**	**61,063**
Taxpayers' equity and other reserves:				
General Reserve	SOCTE	51,517	57,749	58,603
Revaluation Reserve	SOCTE	3,348	3,010	1,889
Pension Reserve	SOCTE	0	0	571
Total equity		**54,865**	**60,759**	**61,063**

Sara Waller - Accounting Officer 12 May 2026

The notes on pages 36 to 63 form part of these accounts. The restatement of the 31 March 2024 and 1 April 2023 figures is explained in Note 19

Statement of Cash Flows
for the year ended 31 March 2025

	Note	Year ended 31 March 2025 £000	Year ended 31 March 2024 Restated £000
Cash flows from operating activities			
Net expenditure for the year		(26,411)	(12,304)
Adjustments for non cash transactions:			
Depreciation, amortisation & impairment	4,6,7&8	18,155	10,089
Decrease / (increase) in trade and other receivables	8	(2,681)	(5,910)
Increase / (decrease) in trade and other payables	11 & 12	306	508
Increase in Inventory	9	(4,948)	(2,807)
Increase/ (decrease) in pension deficit	14	0	571
Remeasurement of pension net assets/liabilities	14	(271)	(721)
Net cash outflow from operating activities		**(15,850)**	**(10,574)**
Cash flows from investing activities			
Purchase of property, plant and equipment	4	(168)	(39)
Purchase of investment property	6	(12)	37
Purchase of financial instruments	7	(3,397)	(982)
Net cash outflow from investing activities		**(3,577)**	**(984)**
Cash flows from financing activities			
Grants from sponsoring department	SOCTE	20,450	11,600
Net Cash Inflow from financing activities		**20,450**	**11,600**
Net increase in cash and cash equivalents in the period	10	1,023	41
Cash and cash equivalents at the beginning of the period	10	8,613	8,572
Cash and cash equivalents at the end of the period	10	**9,636**	**8,613**

The notes on pages 36 to 63 form part of these accounts. The restatement of the 31 March 2024 figures is explained in Note 19

Statement of Changes in Taxpayers' Equity
For the year ended 31 March 2025

	Note	General Reserve £000	Pension Reserve £000	Revaluation Reserve £000	Total £000
Balance at 31 March 2024 Restated		**57,749**	**0**	**3,010**	**60,759**
Grants from MHCLG		20,450	0	0	20,450
Net Expenditure for the year	SOCNE	(26,411)	0	0	(26,411)
Revaluation Gains and Losses- PPE	SOCNE			338	338
Pension Actuarial Movements	SOCNE	(271)			(271)
Transfers Between Reserves					
Balance at 31 March 2025		**51,517**	**0**	**3,348**	**54,865**

	Note	General Reserve £000	Pension Reserve £000	Revaluation Reserve £000	Total Restated £000
Balance at 31 March 2023 Restated		**58,603**	**571**	**1,889**	**61,063**
Grants from MHCLG		11,600	0	0	**11,600**
Net Expenditure for the year	SOCNE	(12,304)	0	0	**(12,304)**
Revaluation Gains and Losses- PPE	SOCNE			1,121	**1,121**
Pension Actuarial Movements	SOCNE	(721)			**(721)**
Transfers Between Reserves		571	(571)		**0**
Balance at 31 March 2024 Restated		**57,749**	**0**	**3,010**	**60,759**

This statement shows the movement in the year on the three reserves held by EDC. The General Reserve represents the total assets less liabilities of EDC, to the extent that the total is not represented by other reserves and financing items. The Revaluation Reserve reflects the change in asset values that have not been recognised as income or expenditure. The Pension Reserve reflects EDC's share of the actuarial gains/losses on the LGPS.

The notes on pages 36 to 63 form part of these accounts. The restatement of the 31 March 2024 and 31 March 2023 figures is explained in Note 19

Notes to the Accounts

1. Statement of accounting policies

General

These financial statements have been prepared in accordance with the Accounts Direction issued on the 31 March 2016 by the Secretary of State with the consent of HM Treasury and in accordance with Paragraph 10 (3) of Schedule 31 to the Local Government, Planning and Land Act 1980.

The accounting policies adopted are in accordance with the 2024/25 Financial Reporting Manual (FReM) issued by HM Treasury and apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which has been judged to be most appropriate to the particular circumstances of EDC for the purpose of giving a true and fair view has been selected.

Going Concern

The financial statements and accounts within this document have been prepared on a going concern basis due to the "continued provision of service assumption" being applied. The funding for the Corporation has been formally confirmed by the Government until 31 March 2027.

Significant estimates and judgements

The preparation of the financial statements requires management to make estimates and judgements that affect the reported amounts. All estimates are based on knowledge of current facts and circumstances, assumptions concerning past events, and forecasts of future events and actions. Where appropriate, the relevant Notes to the Accounts and the specific accounting policies provide further details on the estimation techniques. During the preparation of these accounts, significant estimates and judgements were made in respect of:

- **Valuation of Electricity Investment Financial Instrument (Note 7)**
  EDC's forward funding of strategic electricity infrastructure gives rise to a statutory right under the Electricity (Connection Charges) Regulations 2017 (the "ECC Regulations") to recover amounts from future connections. The investment is classified as a Financial Instrument in the financial statements and is valued at Fair Value on a discounted cash flow (DCF) basis. Management have made key judgements on the inputs used in measuring fair value. These key inputs include:

    - The total forecast cost of the project when complete (using external and internal information)
    - The energisation date of the substations (which trigger the "Right to Recover" time period)
    - The forecasted connection volumes across the ten year right to recover period;
    - The right to recover tariff

  The figures for the key inputs used for the fair value measurement as at 31 March 2025 were as follows:

Unobservable Input	31st March 2025 Value Used
Forecasted connection volumes (Residential) (no. of properties)	4,414
Forecasted connection volumes (Commercial) (sq m)	34,976
Reimbursement tariff (£/MVA)	574,725
Timing of Energisation (month)	May 2028
Discount Rate (%)	2.15

  Management regularly utilises updated information for all these key inputs to understand any movements in the forecast recovery amounts and hence any fair value movements. Management have also performed sensitivity analysis varying key inputs to determine the impact on the fair value at the reporting date.

  The outputs of this sensitivity analysis are shown below against the 31 March 2025 value recorded in the financial statements:

Sensitivity Analysis	Fair Value of Electricity Asset as at 31st March 2025 £000	Change in Fair Value £'000
Statement of Financial Position (Page 33)	**12,707**	
Connection Volumes Increase 10%	13,985	1,278
Connection Volumes Decrease 10%	11,436	(1,271)
Discount Rate Increases 0.5%	12,250	(457)
Discount Rate Decreases 0.5%	13,192	485
Energisation date delayed 6 months	12,264	(443)
Energisation date brought forward 6 months	13,065	358
Reimbursement Tariff increases 5%	13,343	636
Reimbursement Tariff decreases 5%	12,073	(634)

- **Annual valuation - Inventory Assets - Note 9** – Valuations are carried out annually for each Inventory Asset in line with Royal Institute of Chartered Surveyors valuation standards (RICS Red book) by an independent external valuer as at the 31 March each year. Valuations are sensitive to market conditions existing at the time of the valuation. The valuations have assumed that in the event of a future sale of the properties, they would be marketed in an orderly manner and would not all be placed on the market at the same time. They also include various assumptions as to tenure, letting, taxation, town planning, and the condition and repair of buildings and sites – including ground and groundwater contamination.

  Given the Corporation's plans to deliver a new town centre at Ebbsfleet Central, all the relevant plots of land that it owns are treated as one inventory asset for valuation purposes. The Ebbsfleet Central valuation assumes parcels of land are disposed of once remediation, infrastructure and enabling works have been carried out and the costs of performing these have been factored into the valuation.

- **Annual Valuation- PPE – Infrastructure (Springhead Bridge) – Note 4** - Valuations for Infrastructure are carried out by an independent external valuer as at the 31 March each year. Springhead Bridge is valued annually at depreciated replacement cost.

  Prior to the finalisation of EDC's 2023/24 financial statements, information arose that implied an impairment indicator on Springhead Bridge, as per IAS 36; if an impairment were present then the asset's carrying value in the financial statements, as was currently disclosed, would be higher than its recoverable amount. This led to the NAO's Comptroller and Auditor qualifying his audit opinion for the 2023/24 Annual Report and Accounts.

  Investigations were subsequently undertaken by EDC to establish whether an impairment could be present through the commission of an external review. This review was concluded in March 2026, confirming that such an impairment was not present, and thus the valuation for Springhead Bridge at both reporting dates of 31 March 2024 and 31 March 2025 had been accurately carried out under IAS 16.

- **Valuation of the LGPS pension liabilities and assets (Note 14)** using information provided by the pension fund actuaries.

- **Assessment of Credit Losses on Receivables (Note 8)** EDC is exposed to material credit risk arising from S.106 developer receivables, in particular the risk that the developers' financial position may deteriorate over the time period receivables are due. Management perform a review at the end of each year to make an assessment of the impairment of the receivables balance. This is carried out through performing weighted likelihood analyses with key inputs including the financial position of the debtor, and their record of repayment of debt.

Impact of accounting standards

The Corporation has assessed that there are no new accounting standards that are applicable for the accounting period commencing 1 April 2024.

Impact of accounting standards in issue but not yet effective

HM Treasury has issued updates to the Government Financial Reporting Manual (FReM) for 2025/26 following its review of non-investment asset valuation requirements for public sector bodies. These changes apply to all FReM-reporting bodies, including EDC.

From 1 April 2025, EDC will no longer be required to — and under the revised FReM should not — commission annual full professional revaluations of Property, Plant and Equipment (PPE). Instead, entities must adopt the most appropriate approach from the revised FReM (section 10.1.2), choosing one of the following valuation methods:

a) A quinquennial (five-year) full revaluation, supported by annual indexation in the intervening years.

b) A rolling programme of valuations over a five-year cycle, valuing a proportion of assets each year and applying indexation to the remainder.

c) For non-property assets only, the use of appropriate indices.

In exceptional cases where a suitable index is not available, the revised FReM requires entities to apply a quinquennial revaluation supplemented by a desktop revaluation in year 3.

These changes will apply to EDC's PPE assets, including Springhead Bridge and The Observatory, from 2025/26. As a result, these assets will no longer require annual full professional valuations under the new regime.

EDC holds certain assets which will not be affected by the changes to valuation requirements under the 2025/26 FReM:

- EDC's inventory assets remain subject to annual valuation requirements and are unaffected by these changes.
- EDC's investment property continues to be measured at fair value annually under IAS 40, and is therefore also unaffected.

EDC does not expect the adoption of the updated 2025/26 FReM valuation framework to have a material impact on the carrying amounts of its PPE, but will adjust its valuation processes accordingly for the 2025/26 financial year.

•The International Accounting Standards Board (IASB) has issued IFRS 17 (Insurance Contracts) which replaces IFRS 4 (Insurance Contracts). It has an effective date of 1 January 2023 and has been approved for adoption in the UK by the UK Endorsement Board. HM Treasury have agreed with the Financial Reporting Advisory Board (FRAB) to delay the implementation of IFRS 17 by two years to 1 April 2025. The standard is expected to have minimal impact on EDC.

Non–current assets

Non-current assets are held at current value in existing use, as described below. EDC's capitalisation threshold is £5,000. Treatments of different classes of Non-Current Asset are set out below:

1. **Property, Plant and Equipment (PPE)**

   IT and Equipment assets are reported in accordance with IAS 16 (*Property, Plant and Equipment*) and stated at Depreciated Historical Cost (DHC). DHC is considered an acceptable proxy for current value (due to low value / short life assets) and so this category of PPE is not revalued.

   In accordance with IAS 16 depreciation is provided at rates calculated to write off the value of IT/Equipment PPE assets on a straight-line basis over their estimated useful lives. Asset lives are in the following ranges:

   IT equipment and infrastructure: 3 years

   Equipment: 5 years

   PPE – Infrastructure/Networked Assets Springhead Bridge was brought into use in July 2020. The asset is held on a Depreciated Replacement Cost basis, with a useful life having been established as 120 years.

PPE – Office Buildings The Observatory is reflected in the accounts at its Current Value in Existing Use / Market Value – this was ascertained by an external valuation. The valuation was carried out as at 31 March 2025 by a MRICS qualified valuer of Avison Young. The building has an expected useful economic life of 25 years (from 2020/21) and is depreciated on a straight-line basis over this time period. No depreciation was charged in the year of purchase (2020/21). An annual valuation is carried out at each year end on the asset.

2. Intangible assets

Intangible assets are valued at cost less amortisation and impairment. Non-Project intangible assets are not revalued; EDC considers the amortised replacement cost basis of valuation is not materially different from current value in existing use.

In accordance with IAS 38, any software and software licences are amortised on a straight-line basis over the shorter of the term of the licence and the useful economic life: 3 years.

3. **Investment Properties**

Investment Properties are measured at fair value every year, as per the requirements of IAS 40 adapted by the 2024/25 Financial Reporting Manual. Valuations are carried out by an independent external valuer as at the 31 March each year. Valuations are sensitive to market conditions existing at the time of the valuation.

The valuation relies on significant unobservable inputs and is therefore categorised within level 3 of the IFRS 13 fair value hierarchy. When making a judgement around the valuations, management consider the key unobservable inputs, to be:

- Future cash flows from income from tenants beyond existing leases;
- Vacancy rates of the properties beyond existing leases
- Future dilapidation works

EDC management are comfortable that no reasonable change in these inputs would cause a material change in valuation.

Financial Assets

Financial assets are classified based on the entity's business model for managing the asset and the characteristics of its contractual cash flows.

EDC holds the following classes of financial asset:

1. Electricity "Right to Recover" Asset

EDC's forward funding of strategic electricity infrastructure gives rise to a statutory right under the Electricity (Connection Charges) Regulations 2017 (the "ECC Regulations") to recover amounts from future connections. Although these rights arise from the ECC Regulations rather than a bilateral contract, the FReM adapts IAS 32 so that rights created by statute are treated as contractual rights for the purposes of the classification of assets as financial instruments. As EDC's rights are to receive cash, the asset is monetary and therefore meets the definition of a financial asset under IAS 32 and is accounted for in accordance with IFRS 9.

Classification:

The Right to Recover does not meet the solely payments of principal and interest ("SPPI") test under IFRS 9, because recoveries depend on future development activity, connection volumes, and regulated charging mechanisms. EDC's business model is to hold the asset to realise variable cash flows arising on future take-up of the infrastructure, rather than to collect a fixed principal amount and interest. Accordingly, the asset is classified and measured as a financial asset at fair value through profit or loss (FVTPL).

Measurement:

EDC applies IFRS 13 to the measurement of the Electricity "Right to Recover" asset. It is classed as a level 3 fair value measurement, due to the absence of relevant observable inputs.

The asset is measured at fair value at each reporting date, using a discounted cash flow ("DCF") valuation model that incorporates:

• Forecasted connection volumes;

• Expected regulated reimbursement tariffs;

• The timing of energisation and the resultant start of the recovery window, currently forecast in line with EDC's internal project documentation;

• The discount rate used is the HMT PES nominal rate for financial instruments, as required under the FReM.

There are two types of fair value movement accounted for in the Statement of Comprehensive Net Expenditure in relation to the electricity asset:

- the **Financial Instrument: In Year Additions - Difference between Transaction Price and Fair Value** represents the difference between the fair value of the in-year additions and the transaction price of those additions;
- the **(Gain) / Loss Financial Instrument (Electricity Project)** represents the movement in the fair value of the asset during the year as a result of changes in other inputs and assumptions, aside from the impact of additions.

The valuation relies on significant unobservable inputs and is therefore categorised within level 3 of the IFRS 13 fair value hierarchy. Management have performed sensitivity analysis for key inputs on the valuation of the asset, which represent reasonable and realistic variances input values used (shown in "Significant Judgements" section above).

2. Trade Receivables and Other Contractual Receivables (Amortised Cost)

Trade receivables and other contractual receivables (excluding taxes and non-contractual items) are classified at amortised cost, as they:

- Are held by EDC in a business model whose objective is to collect contractual cash flows; and;
- Give rise to cash flows that meet the "Solely Payments of Principal and Interest" criteria. These receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method.

Where trade receivables are material, EDC applies the simplified approach to recognising expected credit losses (ECL) for trade receivables, recognising lifetime ECLs immediately.

3. S106 Contributions Receivables - Amortised Cost (full ECL approach required)

EDC recognises S.106 receivables when the relevant trigger event specified in a S.106 planning obligation occurs. At this point, the Corporation has an enforceable right to receive cash, and therefore the receivable meets the definition of a financial asset under IFRS 9 as adopted by the FReM.

EDC typically assesses a receivable in default when it is thirty days past due date; however other factors, including past payment record and the financial sustainability of the developer are also taken into account.

Although S.106 balances typically carry short-term settlement terms (e.g. 30 days following invoicing), they do not arise from contracts with customers and therefore do not qualify as trade receivables or contract assets under IFRS 15. As a result, the simplified expected credit loss (ECL) approach under IFRS 9 is not permitted. Instead, all S.106 receivables are subject to the general (three-stage) ECL model required by IFRS 9.

EDC therefore applies the following model:

• Stage 1: Initial recognition, 12-month ECLs recognised

On initial recognition, unless the receivable is already credit-impaired, EDC recognises a provision for 12-month expected credit losses.

• Stage 2: Significant Increase in Credit Risk, Lifetime ECLs recognised

Where there is a significant increase in credit risk since initial recognition, for example delays in payment coupled with broader concerns over a developer's financial strength, the receivable is assessed to have reached stage 2 of the IFRS 9 ECLs model. At stage 2, EDC measures ECLs on a lifetime basis.

• Stage 3: Credit-Impaired

A receivable becomes credit-impaired where there is objective evidence of impairment, for example:

a) a significant deterioration in the developer's financial position;

b) prolonged non-payment relative to agreed terms; or

c) doubt over the developer's ability to meet its obligations.

Where the receivable is credit-impaired, lifetime ECLs continue to be recognised.

Key Inputs to the ECL assessment:

EDC's assessment of its S.106 receivables for ECLs incorporates:

• the developer's financial strength, creditworthiness and track record;

• progress against planning conditions and build-out rates;

• forward-looking information, such as housing market conditions, macroeconomic conditions and funding assumptions; and

• previous experience of delays or non-recovery, including historical uncertainty around receivable timing.

Monitoring and Staging:

Management reviews S.106 receivables regularly and at each reporting date to assess whether:

• there has been a significant increase in credit risk, or

• the receivable has become credit-impaired.

Where either condition is met, the staging of the receivable and the related ECL allowance are updated accordingly. ECL assessments are based on management's judgement of the developer's underlying financial resilience and the likelihood of settlement. They are not based solely on the passage of time.

4. Cash and Cash Equivalents - Amortised Cost

Cash balances held with the Government Banking Service and commercial banks are financial assets measured at amortised cost. EDC does not hold balances which would be classified as cash equivalents under IAS 7.

Fair Value Measurement

Aside from the Electricity “Right to Recover” Asset, no other financial assets or liabilities are measured at fair value; for all other instruments, carrying amounts approximate fair value due to their short-term nature.

Inventories

Development Assets are held for regeneration purposes and are shown as inventories, and in line with IAS 2 requirements are valued at the lower of cost or net realisable value. The need to write down these assets is considered annually and separately identified in the Statement of Comprehensive Net Expenditure.

Additions to development assets are recognised based upon EDC’s control of the asset; they are initially valued at cost, including all costs required to bring them to their current condition.

A valuation to establish net realisable value of the inventories is conducted at the end of each financial year. Valuations are carried out in accordance with the Appraisal and Valuation Standards published by the Royal Institution of Chartered Surveyors (RICS). All EDC sites were valued as at 31 March 2025 by a MRICS qualified valuer of Avison Young.

Any write down on revaluation of these assets is charged to the Statement of Comprehensive Net Expenditure.

Grants

Grants made by EDC are recorded as expenditure in the period that the underlying event or activity giving entitlement to the grant occurs. Grant payments may be recovered from recipients depending on the grant conditions. Where recoveries are made, income is recognised at the point that the invoice, or other notice requiring repayment, has been issued.

EDC is mainly funded by grant payments from MHCLG – these grants are requested only when the need for cash has been demonstrated by EDC. Amounts received are credited to the General Reserve and are not shown as income as this grant funding is considered to be financing and therefore treated in line with the FreM treatment for grant in aid.

Pensions and other employee benefits

Employees of EDC are able to join the Local Government Pension Scheme (LGPS), a funded, defined benefit scheme. The LGPS undertakes a full valuation triennially with actuarial estimates being provided for the intervening years, and the actuarial report estimates EDC’s share of underlying assets and liabilities on a consistent and reasonable basis. Pension assets are measured at fair value, and liabilities are measured on an actuarial basis and discounted to present value. The operating and financing costs of the pension scheme are recognised in the Statement of Comprehensive Net Expenditure. Service costs are spread over the working lives of employees and financing costs are recognised in the period in which they arise. Actuarial gains and losses are recognised directly in Other Comprehensive Expenditure in full.

The pension surplus is recognised to the extent that EDC is able to recover the surplus, either through reduced contributions in the future, or through refunds. The present value of such economic benefits is commonly referred to as the “asset ceiling”. There is no unconditional right to a refund of the surplus as such a payment would be at the discretions of the LGPS fund, and EDC does not currently benefit from any reduced contributions agreements. Therefore the asset ceiling as at 31 March 2025 has been assessed as being £nil (31 March 2024 - £nil)

EDC accrues for short-term employee benefits (which fall due within twelve months of the period in which they are earned). The Corporation recognises a liability and expense for other employee benefits, including unused annual leave and maternity leave, accrued at the Statement of Financial Position date.

Lease Arrangements

EDC generally purchases necessary operational equipment outright. Any leases would be reviewed annually to ascertain whether they should be accounted for under IFRS 16. We hold one relevant asset being the five retail units at Castle Hill Commercial Centre under a very long lease . which forms part of the Corporation’s Investment Property and is accounted for outside of IFRS 16 as it is considered to be owned leasehold property.

EDC leases out several of its owned sites on a short-medium term basis on what are regarded as operating leases. The total gross investment in these sites and the rents receivable is set out in Note 3 (Income).

Income Recognition

Management has assessed all income streams in accordance with IFRS 15 Revenue from Contracts with Customers as adapted by the FReM, to determine which income arises from contracts with customers and which falls outside the scope of IFRS 15.

Planning fee income is recognised as statutory income arising under regulation and is thus recognised under IFRS 15 as adapted by the FreM. The disposal of inventory assets is recognised under IFRS 15 as these transactions involve commercial contracts where control passes to a purchaser.

Grants (from public sector bodies – excluding grant funding from MHCLG) are accounted for under IAS 20 as required by the FReM; rental income is recognised in accordance with IFRS 16 lessor accounting; and S106 developer contributions are accounted for by analogy to IAS 20, with recognition based on the timing of qualifying expenditure and the triggering of payment terms of the relevant S106 agreement. S106 receipts collected on behalf of third parties are treated as third-party assets under the FReM and do not give rise to income.

S.106 Contributions

Developer or third-party contributions resulting from a signed S.106 planning obligation (generally a contract with an original expected duration of more than one year) become due to the Corporation as and when the S.106 trigger event(s) (performance obligation) occurs.

Amounts recognised as due in the relevant financial year are treated as follows:

1. **S.106 contributions - Capital Receipts**: any S.106 contributions that reimburse EDC for capital expenditure that the Corporation has previously incurred (as a result of it forward funding infrastructure) are credited as a Capital Receipt to the Statement of Comprehensive Net Expenditure. EDC recognises income only when both EDC's qualifying expenditure has been incurred and the relevant trigger point for the developer to make payment to EDC has been satisfied.

2. **S.106 contributions – EDC Utilised**: contributions that are collected by EDC and applied to qualifying project activity in-year (not in reimbursement of previous EDC forward funding/ investment) are credited as income to the Statement of Comprehensive Net Expenditure, whilst contributions that are collected by EDC for it to apply to qualifying project activity (not in reimbursement of previous EDC forward funding/ investment) but that are unutilised at the financial year end are initially credited to the Statement of Financial Position (within liabilities). Once EDC utilises the funding, the S.106 liabilities balance will be reduced and the qualifying amount recognised as income (S.106 contributions – EDC Utilised).

3. **S.106 contributions – Third Party Assets**: contributions that are collected on behalf of named recipients (as per the s106 agreement) which are being held by the Corporation are treated as third party assets in accordance with the Government issued Financial Reporting Manual (FReM). Third party assets are not public assets and should not be recorded in the primary financial statements. The FReM defines monies as "third party assets for which an entity acts as custodian or trustee but in which neither the entity nor government more generally has a direct beneficial interest. Material third party assets should be disclosed" Any third-party S.106 funds received are held on account until EDC is reasonably satisfied that the named recipient will utilise the funds as intended within the S.106 agreement. Once satisfied the funds are paid over to the named recipient.

   As at the 31 March 2025, EDC held £1,137k of third party assets (31 March 2024: £1,336k).

Financial Liabilities - Amortised Cost

Financial liabilities comprise trade payables, accruals and other contractual obligations all of which are held at amortised cost.

Financial Risk Management

The value of EDC's financial instruments (the electricity infrastructure investment, and trade debtors) are not directly linked to market fluctuations and thus there is low market risk. EDC through its Grant Agreement with MHCLG is able to draw down funding to meet its obligations and therefore there it is assessed that liquidity risk is low. EDC only transacts in sterling and does not hold foreign currencies; therefore there is no significant currency risk.

Key financial risks include:

• Credit risk arising from S.106 developer receivables, in particular the risk that developers' financial position may deteriorate leading to credit losses. Where the timing of settlement is affected by development progress, delays may increase exposure to this credit deterioration risk. Management continue to review changes in the receivables balances, both in terms of payments from the relevant developers and forecast future obligations, to assess changes in credit risk and potential actions to take as necessary. In addition, they ensure that appropriate payment plans are in place and are agreed where necessary, and that Board is updated on a regular basis. At 31 March 2025 the total exposure of receivables with significant credit risk was £9.45m, an increase from £7.22m as at 31 March 2024 (which included accrued income at the reporting date). This increase is driven by an increase in the gross receivables value with a single developer, rather than an assessment of increased credit risk across the period.

• Fair value risk relating to the Level 3 valuation of the electricity "right to recover" financial asset, which is measured using significant unobservable inputs. Changes in these inputs (e.g. expected connection volumes or discount rates) may result in movements in fair value being recognised in the Statement of Comprehensive Net Expenditure. Management have performed sensitivity analysis to understand the potential impact that changes to these inputs would have on the fair value of the asset. In addition, management receive updated reports on a monthly basis regarding the energisation date of the substations, and frequent updates to forecast residential and commercial property developments, such that they are able to understand material changes that may arise. The impact of reasonably possible changes to the value of these inputs are shown in the "Financial Assets- Electricity Right to Recover" section.

Operating Segments

EDC produces internal financial management reports monthly on a whole Corporation basis, including all the Corporation's income and expenditure. As a result, no segmental reporting is produced, and no segmental analysis has been presented in these financial statements.

Value Added Tax

EDC is registered for VAT. The ability for EDC to recover VAT is dependent on its business and non-business activities. Full VAT recovery is made on business activities whilst no VAT is recovered on planning activities or spend related to grants. For all other activities, a partial VAT recovery method is used. Any VAT that is not recovered is incurred as a cost to EDC.

Corporation Tax

EDC is registered for Corporation Tax and is up to date with the submission of annual returns to HMRC. A Corporation Tax advisor has been appointed to assist the Corporation in its CT affairs.

2. Expenditure Analysis

2.1 Staff Costs

	Year ended 31 March 2025	Year ended 31 March 2024
	£000	£000
Direct Staff – Pay	2,682	2,460
Direct Staff – ER's NICs	308	279
Direct Staff – ER's IAS19 Pension Costs	359	358
Seconded Staff – Pay	0	77
Seconded Staff – ER's NICs	0	0
Seconded Staff – ER's Pension	0	0
Agency/Contract Staff – Inclusive	300	499
Total Staff Costs	**3,649**	**3,673**

Details with regards to the staff costs shown above can be found in the Remuneration and Staff report (within the Accountability report section of this document). These figures do not include capitalised staff costs.

2.2 Purchase of Goods and Services

	Year ended 31 March 2025	Year ended 31 March 2024
	£000	£000
Board Member Pay	94	99
Board Members – ER's NICs	6	6
Planning Committee Pay	5	3
Other Staff Costs	7	8
Support Services	7	12
Premises inc Facilities/Asset Mgt	756	735
ICT	393	391
Legal & Professional Services	1,083	673
External Audit	100	65
Internal Audit	27	25
Travel Expenses	29	28
Marketing & Media	108	131
Office Stationery and Equipment	25	27
Community & Placemaking	282	403
Training	36	54
Bank Charges	2	2
Insurance	67	59
Telecoms	0	2
Total	**3,027**	**2,723**

During the period Ebbsfleet Development Corporation purchased no non-audit services from its external auditor, the National Audit Office.

2.3 Disposal of Inventory:

There were no Inventory disposals in 2024/25, or 2023/24.

2.4 Other Operating Expenditure – grants

	Year ended 31 March 2025 £000	Year ended 31 March 2024 £000
Kent County Council – Fastrack/Smart Transport/Ebbsfleet Gateway (Capital)	1,081	1,000
Ebbsfleet Green Community Building (Capital)	4,654	0
Ebbsfleet Garden City Trust (Revenue & Capital)	199	175
Grants to Schools (Capital)	37	0
Waste Water Treatment Solution (Capital)	0	575
Minor grants (Capital)	47	0
Minor grants (Revenue)	181	94
Total other operating expenditure - grants	**6,199**	**1,844**

3. Income

	Year ended 31 March 2025 £000	Year ended 31 March 2024 £000
Capital Receipts (S.106)	2,316	4,976
Capital Receipts (repaid grant)	650	0
Total Capital Receipts	**2,966**	**4,976**
Planning Fees	194	155
Rent & Service Charges from EDC-owned sites	507	680
Other Contributions	895	180
Total Other Income	**1,596**	**1,015**
Total	**4,562**	**5,991**

EDC's treatment of S.106 Contributions - Capital Receipts is set out in Note 1.

The Capital Receipts (S106) relate to a contract with Kent County Council (KCC) for the retention of S106 receipts by EDC, reimbursing the Corporation for the forward funding of the A2 Junctions Improvements project. The S106 receipts are receivable from Eastern Quarry Limited (EQL) as part of their Off-Site Transport Contributions, and obligations will continue until occupation of 4,500 homes has been achieved.

Capital Receipts (repaid grant) relates to the repayment of unused capital grant from KCC relating to the Smart Transport project.

Lease Income

Site	Site Net Book Value 31.3.25	Non-Discounted Rents Receivable under Lease			
		Rent Received 2024/25	Rent Receivable 2025/26	Rent Receivable 2026/27 to 2028/29	Rent Receivable 2029/30 onwards
	£	£	£	£	£
Ebbsfleet Central	2,167,000	0	0	0	0
Various Grove Road sites	3,870,000	260,001	109,431	27,067	0
Castle Hill Commercial Centre	2,775,000	168,740	202,250	597,969	1,617,150

The Observatory	1,700,000	15,608	15,608	780	0
Total	**10,512,000**	**444,349**	**327,289**	**625,816**	**1,617,150**

4. Property, Plant and Equipment

	As at 31 March 2025				As at 31 March 2024			
	Infrastructure £000	Equipment & ICT £000	Office Building £000	TOTAL £000	Infrastructure £000	Equipment & ICT £000	Office Building £000	TOTAL £000
Cost or valuation								
Opening	20,819	271	2,497	**23,587**	19,659	271	2,449	**22,379**
Additions	143	0	25	**168**	39	0	0	**39**
Revaluation	338	0	24	**362**	1,121	0	48	**1,169**
Closing	21,300	271	2,546	**24,117**	20,819	271	2,497	**23,587**
Depreciation & Impairment								
Opening	(649)	(199)	(797)	**(1,645)**	(449)	(170)	(749)	**(1,368)**
Dep'n Charged in year	(192)	(25)	(49)	**(266)**	(200)	(29)	(48)	**(277)**
Impairment Charged in year	0	(24)	0	**(24)**	0	0	0	**0**
Closing	(841)	(248)	(846)	**(1,935)**	(649)	(199)	(797)	**(1,645)**
Opening Carrying value	20,170	72	1,700	**21,942**	19,210	101	1,700	**21,011**
Closing Carrying value	**20,459**	**23**	**1,700**	**22,182**	**20,170**	**72**	**1,700**	**21,942**
Asset financing: Owned	20,459	23	1,700	22,182	20,170	72	1,700	21,942

5. Intangible Assets

	As at 31 March 2025			As at 31 March 2024 Restated		
	Software £000	Green Corridors Project £000	TOTAL £000	Software £000	Green Corridors Project £000	TOTAL £000
Cost or valuation						
Opening	36	71	107	36	71	107
Additions	0	0	0	0	0	0
Impairment	0	0	0	0	0	0
Closing	36	71	107	36	71	107
Amortisation						
Opening	(36)	(71)	(107)	(36)	(71)	(107)
Charged in year	0	0	0	0	0	0
Closing	(36)	(71)	(107)	(36)	(71)	(107)
Opening Carrying value	0	0	0	0	0	0
Closing Carrying value	**0**	**0**	**0**	**0**	**0**	**0**

Asset financing: Owned	0	0	0	0	0	0

Following a review undertaken by management of the accounting treatment of the Corporation's intangible asset relating to its investment in energy infrastructure in Ebbsfleet, it was identified that rather than being accounted for as an intangible asset, the most appropriate financial reporting standard under which to account for this asset was in fact IFRS 9 Financial Instruments. The above reflects the restated position following reclassification. See Note 19 Prior Year Restatements.

6. Investment Property

	As at 31 March 2025 £000	As at 31 March 2024 Restated £000
Opening Carrying Amount	**2,790**	**2,824**
Additions	12	(37)
Gain/(Loss) on Revaluation	(27)	3
Closing Carrying Amount	**2,775**	**2,790**

The Corporation's investment property consists of retail units for which it receives rental income. These properties were previously classed as inventory in the Corporation's accounts. The rationale for restating the figures as at 31 March 2024 and the impact of this restatement is set out in Note 19 Prior Year Restatements

7. Financial Instruments (Electricity Strategic Infrastructure Investment)

	As at 31 March 2025 £000	As at 31 March 2024 Restated £000
Opening Carrying Amount	**18,261**	**17,485**
Additions	2,267	651
Gain/(Loss) on Revaluation	(7,821)	125
Closing Carrying Amount	**12,707**	**18,261**

The Corporation's Financial Instruments relate to its Electricity Strategic Infrastructure investment. Its valuation and subsequent measurement is outlined in Note 1 of these financial statements. The rationale for restating the figures as at 31 March 2024 and the impact of this restatement is set out in Note 19 Prior Year Restatements.

During 2024/25 there was a material loss in the asset revaluation, caused primarily by a large reduction in the overall forecast connection volumes over the recovery period. This was driven by delays of the Ebbsfleet Central project, with forecast dates of some residential and commercial completions in this development area moving outside of the recovery window.

The difference between the fair value of the in-year additions and the transaction price of those additions is set out below:

	As at 31 March 2025 £'000	As at 31 March 2024 Restated £'000
Additions- Transaction Price	**3,397**	**982**

In Year Additions - Difference between Transaction Price and Fair Value	(1,130)	(331)
Additions- Fair Value	**2,267**	**651**

8. Trade Receivables and Other Current Assets

	As at 31 March 2025 £000	As at 31 March 2024 £000
Prepayments	277	214
VAT Receivable	1,016	127
Accrued Income	822	2,783
Trade Debtors	143	1,443
S106 Capital Receivables	9,451	4,460
Impairment of Receivables	(7,745)	(7,223)
Total	**3,964**	**1,804**

All expected credit losses (ECL) for 2024/25 relate to balances assessed as being in Stage 3 of the three- stage ECL model, as outlined in Note 1 to these accounts, and reflect EDC management's assessment of expected credit losses at the reporting date. The Management assessment of ECL as at 31 March 2024 included accrued income at the reporting date.

9. Inventories

	As at 31 March 2025 £000	As at 31 March 2024 Restated £000
Cost or valuation		
Opening	10,068	11,942
Additions	4,948	2,807
Disposals	0	0
Impairment (Write down)	(8,390)	(4,681)
Closing	6,626	10,068
Opening Carrying value	10,068	11,942
Closing Carrying value	**6,626**	**10,068**
Asset financing:		
Owned	6,626	10,068

Inventory (Detail)	**Additions 2024/25 £000**	**Impairment/ (Gain) 2024/25 £000**	**Additions Restated 2023/24 £000**	**Impairment/ (Gain) Restated 2023/24 £000**
Ebbsfleet Central	4,469	6,002	2,527	4,627
Various sites – Grove Road	89	939	97	(189)
Station House, Northfleet	2	1,061	0	(38)
Northfleet Embankment East	357	357	183	183
Castle Hill Block D	31	31	0	98
Total	**4,948**	**8,390**	**2,807**	**4,681**

Impairment of Inventory in a normal year of acquisition generally comprises of written-down SDLT (Stamp Duty Land Tax) and other due diligence and legal costs of acquisition which do not add to the value of the Inventory asset.

No Inventory sites are expected to be sold / disposed of during the next year hence any realisation of income from Inventory disposals will be after more than one year.

Previously, some retail units had been classified as inventories in the Corporation's financial statements. However, management have identified that these retail units should have been classified as investment properties in the financial statements; this note reflects the restated position post reclassification. The rationale for restating the figures as at 31 March 2024 and the impact of this restatement is set out in Note 19 Prior Year Restatements.

10. Cash and Cash Equivalents

	As at 31 March 2025	As at 31 March 2024
	£000	£000
Balance at beginning of period	8,613	8,572
Net change in cash and cash equivalent balances	1,023	41
Balance at 31 March	**9,636**	**8,613**
The following balances at end of period were held at:		
Government Banking Service	8,536	8,494
Commercial banks and cash in hand	1,100	119
Balance at 31 March	**9,636**	**8,613**

11. Trade Payables & Other Current Liabilities

	As at 31 March 2025	As at 31 March 2024
	£000	£000
Amounts falling due within one year:		
Accruals	970	759
Trade payables	784	764
Other payables	543	369
Total	**2,297**	**1,892**

12. Non - Current Liabilities

	As at 31 March 2025	As at 31 March 2024
	£000	£000
Amounts falling due after one year:		
S.106 developer contributions to EDC projects (deferred income)	728	827
Total	**728**	**827**

13. Other financial commitments

Other financial commitments represent non-cancellable contracts entered into by the Corporation for long-term capital projects, IT support arrangements and other commissioned services. These contracts do not meet the recognition criteria for lease liabilities under IFRS 16, nor do they fall within the scope of PFI or other service concession arrangements under IFRIC 12.

Where the Corporation is committed at the reporting date to future payments under such contracts, and the related goods, services or capital works have not yet been received, the commitments are disclosed at the undiscounted value of the future minimum payments. No liability is recognised, as the obligations relate to unperformed contracts for which the Corporation has not yet received the associated economic benefits.

The total payments to which EDC is committed are as follows:

	As at 31 March 2025	As at 31 March 2024
	£000	£000
Not later than one year	10,597	3,160
Later than one year and not later than five years	621	310
Total	**11,218**	**3,470**

Included in the above is £8,938k (2023/24 £1,026) relating to grant commitments due within a year and £276k (2023/24 £0k) for grant commitments greater than 1 year. Of the grant commitments due within a year, £8,145k relates to a single grant recipient for construction of a community centre. Where VAT is not recoverable or partially recoverable it has been included within the value of the commitment. For those contacts with no payment schedules the remaining value of the contract has been spread over the remaining life of the contract evenly.

14. Pensions

Permanent employees of EDC are eligible to become members of the Local Government Pension Scheme (as administered locally by Kent County Council); a funded Defined Benefit scheme providing benefits based on career average revalued salary and length of service on retirement.

Contributions are set every three years as a result of an actuarial valuation of the Fund as required by the Regulations. The latest review was carried out during 2022. EDC's employer's contributions have increased from 19.1% in 2022/23 to 21.9% in 2025/26, whilst employees make contributions on a scale based on their salary.

In general, participating in a defined benefit pension scheme means that the Employer is exposed to a number of risks:

1. Investment Risk – the Fund holds investment in assets such as equities, which have volatile market values, and while these assets are expected to provide real returns over the long-term, the short-term volatility can cause additional funding to be required if a deficit emerges.
2. Interest Rate Risk – The Fund's liabilities are assessed using market yields on high quality corporate bonds to discount future liability cash flows. As the Fund holds assets such as equities, the value of the assets and liabilities may not move in the same way.
3. Inflation Risk – All the benefits under the Fund are linked to inflation and so deficits may emerge to the extent that the assets are not linked to inflation; and
4. Longevity Risk – In the event that the members live longer than assumed a deficit will emerge in the Fund. There are also other demographic risks.

As many unrelated employers participate in each fund, there is an orphan liability risk (where employers leave the fund but with insufficient assets to cover their pension obligations so that the difference may fall on the remaining employers in that fund). Changes in the funding level of the LGPS fund's orphaned liabilities could result in asset experience passed on to EDC following a full valuation update.

If EDC were to cease participation within the fund a cessation valuation would take place to determine their funding level and whether an exit payment would be required. If an exit payment is required EDC would have to pay this to remove their obligation to the fund. Alternatively, if there is a surplus upon cessation, it would be up to the fund to determine whether an exit credit is payable. It is only in this instance where an exit credit is payable that EDC would receive any assets from the scheme

For EDC, the Macaulay duration (average duration of pension liabilities) for the scheme was calculated to be 24 years. This duration was calculated in line with this employer's cashflow profile at the 2022 valuation; a new cashflow profile for will be used to calculate the duration at the next accounting date of 31 March 2026.

The actuary for the scheme is Barnett Waddingham, and the disclosures have been made in accordance with International Accounting Standard 19 (IAS19 (2011)).

The financial assumptions used for the purposes of the IAS 19 calculations as at 31 March 2025 are shown in the table below:

Table 1: Financial Assumptions

Assumptions as at	31 March 2025 % p.a.	31 March 2024 % p.a.	31 March 2023 % p.a.
RPI increases	3.05%	3.1%*	3.15%*
CPI increases	2.85%	2.90%*	2.90%*
Salary increases	3.85%	3.90%	3.9%
Pension increases	2.85%	2.90%	2.9%
Discount rate	5.95%	4.95%	4.8%

* RPI/CPI 10 year assumption. These assumptions are set with reference to market conditions as at 31 March 2025. The pension actuaries have estimated EDC's past service liability duration as 24 years.

Table 2: Demographic Assumptions

Life expectancy from age 65 (years)	**31 March 2025**	**31 March 2024**
Retiring Today		
Males	20.7	20.8
Females	23.3	23.3
Retiring in 20 years		
Males	22.0	22.0
Females	24.7	24.7

Table 3: Employer Asset Share

Employer asset share – bid value	**31 March 2025**		**31 March 2024**	
	£000s	**%**	**£000s**	**%**
Equities	4,948	57%	4,288	58%
Gilts	515	6%	540	7%
Other Bonds	1,292	15%	1,062	15%
Property	712	8%	662	9%
Cash	344	4%	117	2%
Absolute return fund	444	5%	373	5%
Infrastructure	435	5%	331	4%
Total	**8,690**	**100%**	**7,373**	**100%**

EDC's share of the assets is approximately 0.10% (2023/24 0.09%).

Table 4: Asset Breakdown

Asset Breakdown		31 March 2025 % Quoted	31 March 2025 % Unquoted	31 March 2024 % Quoted	31 March 2024 % Unquoted
Fixed Interest Government Securities	Overseas	0%`			
Index Linked Government Securities	UK	6%		7%	
Corporate Bonds	UK	4%		4%	
	Overseas	10%		11%	
Equities	UK	11%		16%	
	Overseas	41%		38%	
Property			8%		9%
Absolute return portfolio		5%		5%	
Private Equity			5%		5%
Infrastructure			5%		4%
Derivatives			0%		(2%)
Cash/Temporary Investments			4%		3%
Net Current Assets – Debtors Creditors					1%
Total		**78%**	**22%**	**80%**	**20%**

The percentages in the table may not sum exactly to the totals due to rounding.

Table 5: Statement of financial position as at 31 March 2025

Net Pension Asset / (Liability) as at	31 March 2025 £000	31 March 2024 £000
Present value of defined benefit obligation	(5,821)	(6,415)
Fair value of Fund assets (bid value)	8,690	7,373
Impact of asset ceiling	(2,869)	(958)
Net defined benefit asset / (liability)	**0**	**0**

The pension surplus is recognised to the extent that EDC is able to recover the surplus, either through reduced contributions in the future, or through refunds. The present value of such economic benefits is commonly referred to as the “asset ceiling”. There is no unconditional right to a refund of the surplus as such a payment would be at the discretions of the LGPS fund, and EDC does not currently benefit from any reduced contributions agreements. Therefore the asset ceiling as at 31 March 2025 has been assessed as being £nil (31 March 2024 - £nil).

Table 6: Statement of profit or loss for the year to 31 March 2025

The amounts recognised in net expenditure for the year are:	Year ended 31 March 2025 £000	Year Ended 31 March 2024 £000
Service Cost	459	409
Net interest on the defined benefit asset	(64)	(40)
Administration expenses	7	6
Total loss	**402**	**375**

Table 7: Re-measurements in other comprehensive net expenditure

Re-measurements in other comprehensive net expenditure

	Year ended 31 March 2025 £000	Year ended 31 March 2024 £000
Return on Fund assets in excess of interest	(129)	(70)
Other actuarial gains on assets	0	0
Change in financial assumptions	1,736	250
Change in demographic assumptions	16	76
Experience gain / (loss) on defined benefit obligation	17	(19)
Changes in effect of asset ceiling	(1,911)	(958)
Re-measurement of the net defined benefit asset	**(271)**	**(721)**

Table 8: Defined benefit obligation reconciliation for the year to 31 March 2025

Reconciliation of opening & closing balances of the present value of the defined benefit obligation	Year ended 31 March 2025 £000	Year ended 31 March 2024 £000
Opening defined benefit obligation	**6,415**	**5,821**
Current service cost	459	409
Interest cost	327	284
Change in financial assumptions	(1,736)	(250)
Change in demographic assumptions	(16)	(76)
Experience (gain) / loss on defined benefit obligation	(17)	19
Estimated benefits paid net of transfers in	125	(21)
Past service costs, including curtailments	0	0
Contributions by scheme participants and other employers	264	229
Closing defined benefit obligation	**5,821**	**6,415**

Table 9: Reconciliation of opening & closing balances of the fair value of Fund assets

Reconciliation of opening & closing balances of the fair value of Fund assets	Year ended 31 March 2025	Year ended 31 March 2024
Opening fair value of Fund assets	**7,373**	**6,392**
Interest on assets	391	324
Return on assets less interest	(129)	(70)
Other actuarial gains	0	0
Administration expenses	(7)	(6)
Contributions by employer including unfunded	673	525
Contributions by Scheme participants and other employers	264	229
Estimated benefits paid plus unfunded net of transfers in	125	(21)
Closing Fair value of Fund assets	**8,690**	**7,373**

Table 10: Sensitivity Analysis

	Year ended 31 March 2025			Year ended 31 March 2024		
Sensitivity analysis	**£000**	**£000**	**£000**	**£000**	**£000**	**£000**
Adjustment to discount rate	+0.1%	0.0%	-0.1%	+0.1%	0.0%	-0.1%
Present value of total obligation	5,690	5,821	5,956	6,259	6,415	6,577
Projected service cost	260	274	289	436	456	477
Adjustment to long term salary increase	+0.1%	0.0%	-0.1%	+0.1%	0.0%	-0.1%
Present value of total obligation	5,832	5,821	5,811	6,431	6,415	6,400
Projected service cost	274	274	274	456	456	456
Adjustment to pension increases and deferred revaluation	+0.1%	0.0%	-0.1%	+0.1%	0.0%	-0.1%
Present value of total obligation	5,950	5,821	5,696	6,564	6,415	6,271
Projected service cost	289	274	259	477	456	435
Adjustment to life expectancy assumptions	+1 Year	None	-1 Year	+1 Year	None	-1 Year
Present value of total obligation	5,970	5,821	5,676	6,604	6,415	6,231
Projected service cost	287	274	261	476	456	436

Table 11: Projected pension expense for the year to 31 March 2026

	Year ended 31 March 2026 £000
Service cost	274
Net interest on the defined liability (asset)	(20)
Administration expenses	8
Total loss	**262**

The expected employer contributions for 2025/26 are £705k (21.9% of pensionable pay costs).

The Local Government Pension Scheme continues to consider the potential impact of the High Court & Court of Appeal judgments in the Virgin Media (VM) litigation. The VM litigation relates to amendments made to private sector and not public service schemes and as a result it does not expressly deal with whether s37 confirmations are required for relevant amendments made to public service schemes.

EDC is aware of the 'Virgin Media Ltd v NTL Pension Trustees II Ltd (and others)' case and considers that there is potential for the outcome of this case to have an impact on the Corporation. The case affects defined benefit schemes that provided contracted-out benefits before 6 April 2016 based on meeting the reference scheme test. Where scheme rules were amended, potentially impacting benefits accrued from 6 April 1997 to 5 April 2016, schemes needed the actuary to confirm that the reference scheme test was still being met by providing written confirmation under Section 37 of the Pension Schemes Act 1993. In the Virgin Media case the judge ruled that alterations to the scheme rules were void and ineffective because of the absence of written actuarial confirmation required under Section 37 of the Pension Schemes Act 1993. The case was taken to The Court of Appeal in July 2024 and the original ruling was upheld.

Public service scheme amendments during the relevant period would have been made by legislation (i.e. by primary legislation or regulations). The general position in public law is that legislation remains valid law until it is revoked or repealed by subsequent legislation or in the case of regulations specifically declared void by a court. The Scheme therefore continues to administer benefits and recognise liabilities in accordance with the relevant scheme regulations currently in force.

The Department for Work and Pensions (DWP) published an announcement on 5 June 2025 noting the plan to introduce new legislation in response to the Virgin Media vs NTL Trustees ruling. The legislation will allow affected pension schemes to retrospectively obtain written actuarial confirmation that historic changes to scheme rules met the required standards. The new legislation is hoped to provide clarity to affected schemes. No further information has been provided at this time.

15. Contingent liabilities

EDC owns one piece of land (as at 31 March 2025) which has an overage arrangement attached to it if sold. The overage arrangements, agreed as part of EDC's purchase from the previous owner, only apply if certain conditions are met. Any land overage payment is calculated based upon an agreed formula (being site specific). No final decision has been made about the use of this land by EDC. It is intended that the land will be regenerated at some point in the future and then disposed of. Therefore, given the uncertainty related to whether the overage arrangement will ever be triggered, and the quantum of any future overage payment should a trigger occur, no amount has been provided for (relating to future overage payments) within these 2024/25 accounts.

EDC has entered into an agreement with the Department for Transport and High Speed 1 related to parking spaces at Ebbsfleet Central. If EDC proceeds with its regeneration proposals for the site then payments will be due to DfT / HS1. Payments only become due when certain conditions are met. For Phase 1 of the development the sum is in the range £5m-£5.5m, which is included within the specific project budget. Any future phases would incur more costs, the quantum of which is yet to be determined.

16. Contingent assets

In 2020/21 National Highways (NH) used Compulsory Purchase Order (CPO) powers to acquire EDC-owned land (at Ebbsfleet Central) which was required by them for the A2 Ebbsfleet & Bluewater junctions improvement project. EDC continues to negotiate with NH over the value of the land that was acquired as the Corporation has not accepted NH's valuation. As the negotiations over the land value between the two organisations are still ongoing, no amount has been recognised within the 2024/25 accounts.

17. Related-party transactions

EDC is sponsored by the MHCLG, which is regarded as a related party, as are the other entities which MHCLG sponsors. The Local Government Pension Scheme (LGPS), which is administered by the Kent County Council Pension Fund is also regarded as a related party.

During the period the following transactions occurred with related parties:

Organisation	Amount paid by EDC 2024/25 £000	Amount received by EDC 2024/25 £000	Amount paid by EDC 2023/24 £000	Amount received by EDC 2023/24 £000	Nature of Transactions	Related Party Connection	EDC Position
MHCLG	296	20,600	1,400	13,000	Support Services (IT & HR), Recharges, Grant	Sponsor Dept	Sponsor Dept
Kent Pension Fund	665		539		Pension Contributions and actuarial report	KCC Board Representative	Board Member
Kent County Council*	1,206	650	1,075		Grants, Professional Services,	KCC Board Representative	Board Member
Dartford Borough Council*	46		41		Business Rates, Planning (DCO) Cost Sharing	Jeremy Kite	Board Member
Gravesham Borough Council	41		39		Business Rates, Grants	John Burden	Board Member
Ebbsfleet Garden City Trust (EGCT)	319		259		Support	Valerie Owen	Board Members
Leigh Academies Trust	6		0		Grant	Jeremy Kite	Board Member
Thames Estuary Growth Board	5		0		Support	Jeremy Kite	Board Member

As at the year end the following balances, included in the above table, were owed as payables: Kent County Council £10k, Ebbsfleet Garden City Trust £6k, Leigh Academies Trust £6k.

No Board member, key manager or other related party has undertaken any other material transactions with EDC during the year to 31 March 2025. For details of compensation paid to management please see the Remuneration and Staff Report.

* a further £866k was paid to Kent County Council (£978k 2023/24), £1,471k was paid to Dartford BC (£607k 2023/24) and £75k was to paid to Gravesham BC (£0k 2023/24), being S.106 receipts (treated as a Third-Party asset by EDC – see Note 1 to the accounts for details around the treatment.

Commitments for related parties
There are the following commitments for related parties as at the year-end:

Related Party	Value of Commitment at 31 March 2025
Gravesham Borough Council - Grant	£20k
EGCT	£20k
Kent County Council	£29k
Leigh Academies Trust	£669k

18. Events after the reporting period date

Ebbsfleet Development Corporation’s financial statements are laid before the Houses of Parliament by the Secretary of State for the Ministry of Housing, Communities and Local Government. In accordance with the requirements of IAS 10 ‘Events After the Reporting Period’, post Statement of Financial Position events are considered up to the date on which the Accounts are authorised for issue by the Accounting Officer. This has been interpreted as the same date as the date of the Certificate and Report of the Comptroller and Auditor General.

Prior to the finalisation of EDC's 2023/24 financial statements, information arose that implied an impairment indicator on Springhead Bridge, as per IAS 36; if an impairment were present then the asset's carrying value in the financial statements, as was currently disclosed, would be higher than its recoverable amount. This led to the NAO's Comptroller and Auditor qualifying his audit opinion for the 2023/24 Annual Report and Accounts.

Investigations were subsequently undertaken by EDC to establish whether an impairment could be present through the commission of an external review. This review was concluded in March 2026, confirming that such an impairment was not present, and thus the valuation for Springhead Bridge at both reporting dates of 31 March 2024 and 31 March 2025 had been accurately carried out under IAS 16.

19. Prior year restatements

The Corporation has made the following adjustments to amounts presented as at 31 March 2024:

Intangible assets and financial assets (Electricity Strategic Infrastructure Investment)

Following a review undertaken by management of the accounting treatment of the Corporation's intangible asset relating to its investment in energy infrastructure in Ebbsfleet, it was identified that rather than being accounted for as an intangible asset, the most appropriate financial reporting standard under which to account for this asset was in fact IFRS 9 Financial Instruments. This has resulted in the reclassification of the asset as a financial asset rather than as an intangible asset. Accordingly, as disclosed in the Corporation's accounting policies for financial instruments, the asset has been measured at fair value at the prior reporting period end date. The results of these prior-year adjustments are shown in note 7.

Investment Property and Inventories

The Corporation owns several retail units in Ebbsfleet. These are being held by the Corporation on a temporary basis to collect rental income. Previously, these retail units had been classified as Inventories in the Corporation's financial statements. However, upon reviewing the relevant financial reporting requirements, including IFRS and the FReM, management have identified that these retail units should have been classified as Investment Properties. These retail units were subject to an annual valuation, so management, noting the FReM requirement to initially recognise investment property at fair value, is satisfied that their carrying amount approximates their fair value at the prior reporting date upon reclassification.

Presentation of revaluation of Property, Plant and Equipment (PPE)

Management, as part of their review of the revaluation adjustments recognised in the Corporation's financial statements, identified a presentational error, whereby the annual revaluation movement of £1,121,000 in 2024 was incorrectly omitted from Other Comprehensive Net Expenditure in the Statement of Comprehensive Net Expenditure and instead presented as a below the line movement in the Statement of Changes in Taxpayers' Equity. This has been restated accordingly in both the Statement of Comprehensive Net Expenditure and the Statement of Changes in Taxpayers' Equity for the year ended 31 March 2024.

The quantitative impact of these prior-year adjustments on the Statement of Financial Position (SOFP) as at 31 March 2024 and 1 April 2023 as well as on the Statement of Comprehensive Net Expenditure (SOCNE) and Statement of Changes in Taxpayer's Equity (SOCTE) for 2023/24 is summarised in the tables below. The changes in the SOCNE and SOFP give rise to some changes in the Statement of Cash Flows as at the 31 March 2024, notably:

- Cash outflows from Purchase of Financial Instruments is £982k (previously £0k)
- Cash outflows from Purchase of Intangible Assets is £0k (previously £982k)

Statement of Financial Position
as at 31 March 2024 (Adjustments)

	31 March 2024 (As Previously Stated) £000	Adjustment £000	31 March 2024 (Restated) £000
Non-current assets:			
Property, Plant & Equipment	21,942		21,942
Intangible Assets	27,363	(27,363)	0
Financial Instruments (Electricity Project)	0	18,261	18,261
Investment Property	0	2,790	2,790
Pension asset	0	0	0
Total non-current assets	**49,305**	**(6,312)**	**42,993**
Current Assets:			
Trade receivables & other current assets	1,804	0	1,804
Inventory	12,858	(2,790)	10,068
Cash & cash equivalents	8,613	0	8,613
Total current assets	**23,275**	**(2,790)**	**20,485**
Total assets	**72,580**	**(9,102)**	**63,478**
Current liabilities:			
Trade payables & other current liabilities	1,892	0	1,892
Total current liabilities	**1,892**	**0**	**1,892**
Total assets less current liabilities	**70,688**	**(9,102)**	**61,586**
Non-current liabilities	827	0	827
Total non-current liabilities	**827**	**0**	**827**
Total assets less total liabilities	**69,861**	**(9,102)**	**60,759**
Taxpayers' equity and other reserves:			
General Reserve	66,851	(9,102)	57,749
Revaluation Reserve	3,010	0	3,010
Pension Reserve	0	0	0
Total equity	**69,861**	**(9,102)**	**60,759**

Statement of Financial Position
as at 31 March 2023 (Adjustments)

	1 April 2023 (As Previously Stated) £000	Adjustment £000	1 April 2023 (Restated) £000
Non-current assets:			
Property, Plant & Equipment	21,010		21,010
Intangible assets	26,381	(26,381)	0
Financial Instruments (Electricity Project)	0	17,485	17,485
Investment Property	0	2,824	2,824
Pension asset	571		571
Total non-current assets	**47,962**	**(6,072)**	**41,890**
Current Assets:			
Trade receivables & other current assets	870		870
Inventory	14,766	(2,824)	11,942
Cash & cash equivalents	8,572		8,572
Total current assets	**24,208**	**(2,824)**	**21,384**
Total assets	**72,170**	**(8,896)**	**63,274**
Current liabilities:			
Trade payables & other current liabilities	1,567		1,567
Total current liabilities	**1,567**		**1,567**
Total assets less current liabilities	**70,603**	**(8,896)**	**61,707**
Non-current liabilities	644		644
	0		0
Total non-current liabilities	**644**		**644**
Total assets less total liabilities	**69,959**	**(8,896)**	**61,063**
Taxpayers' equity and other reserves:			
General Reserve	67,499	(8,896)	58,603
Revaluation Reserve	1,889		1,889
Pension Reserve	571		571
Total equity	**69,959**	**(8,896)**	**61,063**

Statement of Comprehensive Net Expenditure for the year ended 31 March 2024 (Adjustments)

		Year ended 31 March 2024 (as previously stated) £000		Adjustments £000	Year ended 31 March 2024 Restated £000
Capital Receipts (S106 contributions & Repaid Grant) Other Income		(4,976) (1,015)			(4,976) (1,015)
Total operating income		**(5,991)**			**(5,991)**
Staff costs		3,673			3,673
Purchase of goods and services		2,723			2,723
Depreciation and Amortisation		277			277
Impairment – Inventory/PPE		4,678		3	4,681
(Gain) / Loss Investment Property		0		(3)	(3)
(Gain) / Loss Financial Instrument		0		(125)	(125)
Financial Instrument: In Year Additions - Difference between Transaction Price and Fair Value		0		331	331
Impairment- Receivables		4,976			4,976
Revaluation Gain- PPE		(48)			(48)
Impairment – Intangible Assets		0			0
Other operating expenditure – grants		1,844			1,844
		18,123		**206**	**18,329**
Interest on pension fund Pension Administration Costs		(40) 6			(40) 6
Net expenditure for the year		**12,098**		**206**	**12,304**
Other comprehensive net expenditure					
Revaluation gain on Property, Plant and Equipment		0		(1,121)	(1,121)
Return on pension fund assets in excess of interest		70			70
Change in effect of asset ceiling		958			958
Change in financial assumptions Change in demographic assumptions Experience (gain) / loss on defined benefit obligation		(250) (76) 19			(250) (76) 19
Comprehensive net expenditure for the year		**12,819**		**(915)**	**11,904**

Statement of Changes in Taxpayers' Equity Restated
For the year ended 31 March 2024

	General Reserve £000	Pension Reserve £000	Revaluation Reserve £000	Total Previously Stated £000	Adjustment General Reserve £000	Adjustment Revaluation Reserve £000	General Reserve Restated £000	Pension Reserve Restated £000	Revaluation Reserve Restated £000	Total Restated £000
Balance at 1 April 2023	**67,499**	**571**	**1,889**	**69,959**	(8,895)		**58,603**	**571**	**1,889**	**61,063**
Grants from MHCLG	11,600	0	0	11,600			11,600	0	0	**11,600**
Comprehensive Net Expenditure for the year	(12,819)	0	0	(12,819)	515		(12,304)	0	0	**(12,304)**
Revaluation Gains and Losses-PPE[1]			1,121	1,121					1,121	**1,121**
Pension Actuarial Movements					(721)		**(721)**			**(721)**
Transfers Between Reserves	**571**	**(571)**		**0**			**571**	**(571)**		**0**
Balance at 31 March 2024	**66,851**	**0**	**3,010**	**69,861**	**(9,101)**		**57,749**	**0**	**3,010**	**60,759**

[1] This line represents a Gain and Loss not recognised in the Comprehensive Net Expenditure (OCE); the adjustment includes the revaluation in the OCE.

EBBSFLEET DEVELOPMENT CORPORATION

ACCOUNTS DIRECTION GIVEN BY THE SECRETARY OF STATE WITH THE CONSENT OF THE TREASURY, IN ACCORDANCE WITH PARAGRAPH 10(3) OF SCHEDULE 31 TO THE LOCAL GOVERNMENT, PLANNING AND LAND ACT 1980

1. The annual Financial Statements of Ebbsfleet Development Corporation (hereafter in this accounts direction referred to as “the Corporation”) shall give a true and fair view of the income and expenditure and cash flows for the year and the state of affairs at the year end. Subject to this requirement, the Financial Statements for 2015/16 and for subsequent years shall be prepared in accordance with:-

(a) the accounting and disclosure requirements given in Managing Public Money and in the *Government Financial Reporting Manual* issued by the Treasury (“the FReM”) as amended or augmented from time to time;

(b) any other relevant guidance that the Treasury may issue from time to time;

(c) any other specific disclosure requirements of the Secretary of State;

insofar as these requirements are appropriate to the Corporation and are in force for the year for which the Financial Statements are prepared, and except where agreed otherwise with the Secretary of State and the Treasury, in which case the exception shall be described in the notes to the Financial Statements.

2. Schedule 1 to this direction gives additional disclosure requirements of the Secretary of State.

3. This direction shall be reproduced as an appendix to the Financial Statements.

4. This direction replaces all previously issued directions.

Signed by authority of the Secretary of State for Communities and Local Government

An officer in the Department for Communities and Local Government

Date 31 March 2016

SCHEDULE 1

ADDITIONAL DISCLOSURE REQUIREMENTS

The following information shall be disclosed in the Annual Accounts, as a minimum, and in addition to the information required to be disclosed by paragraph 1 of this direction.

(a) an analysis of grants from:

(i) government departments

(ii) European Community funds

(iii) other sources identified as to each source;

(b) an analysis the total amount of grant from the Department for Communities and Local Government, showing how the grant was used;

(c) an analysis of grants included as expenditure in the income and expenditure account and a statement of the total value of grant commitments not yet included in the income and expenditure account;

(d) details of employees, other than Board members, showing:-

(i) the average number of persons employed during the year, including part-time employees, agency or temporary staff and those on secondment or loan to the Corporation, but excluding those on secondment or loan to other organisations, analysed between appropriate categories (one of which is those whose costs of employment have been capitalised)

(ii) the total amount of loans to employees

(iii) employee costs during the year, showing separately:-

(1) wages and salaries

(2) early retirement costs

(3) social security costs

(4) contributions to pension schemes

(5) payments for unfunded pensions

(6) other pension costs

(7) amounts recoverable for employees on secondment or loan to other organisations

The above analysis shall be given separately for the following categories:

(i) employed directly by the Corporation

(ii) on secondment or loan to the Corporation

(iii) agency or temporary staff

(iv) employee costs that have been capitalised);

(e) in the note on receivables, prepayments and payments on account shall each be

identified separately;

(f) a statement of debts written off and movements in provisions for bad and doubtful

debts;

(g) a statement of losses and special payments during the year, being transactions of a type which Parliament cannot be supposed to have contemplated. Disclosure shall be made of the total of losses and special payments if this exceeds £300,000, with separate disclosure and particulars of any individual amounts in excess of £300,000. Disclosure shall also be made of any loss or special payment of £300,000 and below if it is considered material in the context of the Corporation's operations.

*(h) particulars, as required by the accounting standard on related party disclosures, of material transactions during the year and outstanding balances at the yearend (other than those arising from a contract of service or of employment with the Corporation), between the Corporation and a party that, at any time during the year, was a related party. For this purpose, notwithstanding anything in the accounting standard, the following assumptions shall be made:

(i) transactions and balances of £5,000 and below are not material

(ii) parties related to Board members and key managers are as notified to the Corporation by each individual Board member or key manager

(iii) the following are related parties:

(1) subsidiary and associate companies of the Corporation

(2) pensions funds for the benefit of employees of the Corporation or its subsidiary companies (although there is no requirement to disclose details of contributions to such funds)

(3) Board members and key managers of the Corporation

(4) members of the close family of Board members and key managers

(5) companies in which a Board member or a key manager is a director

(6) partnerships and joint ventures in which a Board member or a key manager is a partner or venture

(7) trusts, friendly societies and industrial and provident societies in which a Board member or a key manager is a trustee or committee member

(8) companies, and subsidiaries of companies, in which a Board member or a key manager has a controlling interest

(9) settlements in which a Board member or a key manager is a settler or beneficiary

(10) companies, and subsidiaries of companies, in which a member of the close family of a board member or of a key manager has a controlling interest

(11) partnerships and joint ventures in which a member of the close family of a board member or of a key manager is a partner or venture

(12) settlements in which a member of the close family of a Board member or of a key manager is a settler or beneficiary

(13) the Department for Communities and Local Government, as the sponsor department for the Corporation.

For the purposes of this sub-paragraph:

(i) A key manager means a member of the Corporation’s management Board.

(ii) The close family of an individual is the individual’s spouse, the individual’s relatives and their spouses, and relatives of the individual’s spouse. For the purposes of this definition, “spouse” includes personal partners, and “relatives” means brothers, sisters, ancestors, lineal descendants and adopted children.

(iii) A controlling shareholder of a company is an individual (or an individual acting jointly with other persons by agreement) who is entitled to exercise (or control the exercise of) 30% or more of the rights to vote at general meetings of the company, or who is able to control the appointment of directors who are then able to exercise a majority of votes at Corporation meetings of the company.

* Note to paragraph (h) of Schedule 1: under the Data Protection Act 1998 individuals need to give their consent for some of the information in these sub-paragraphs to be disclosed. If consent is withheld, this should be stated next to the name of the individual.

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