Annual Report

YEAR ENDED 31 MARCH 2025

2025

Housing Solutions

CELEBRATING 30 YEARS OF HOUSING SOLUTIONS

Co-operative and Community Benefit Societies No. 27876R

Contents

The Housing Solutions Group

We are dedicated to providing affordable and supported housing to disadvantaged people across Berkshire, Buckinghamshire and South Oxfordshire.

As a registered housing provider with charitable status, we are working to address the affordability challenges that so many face in our region of South-East England.

Currently we own or manage 6,483 homes. We offer affordable homes to rent, shared ownership schemes, key worker housing and specialist accommodation for older people who need extra support. These are supported by a range of services including our in-house maintenance team.

Our mission is to create thriving communities that enable people to lead fulfilling lives, by delivering high-quality homes and services.

As of 31 March 2025, there were three subsidiaries within the Group:

Housing Solutions Capital PLC was set up to facilitate capital market funding for the Group.

HSG Property Services Limited provides photovoltaic panels and other energy saving solutions to reduce utility costs for residents, while generating revenue for the Group through the Feed-in Tariff programme.

Housing Solutions Development Limited was set up to facilitate the tax-efficient design and building of properties for the Group.

We currently own or manage 6,483 homes

Our core purpose

To house and support local people priced out of the open market in resilient, thriving communities across Berkshire, Buckinghamshire and South Oxfordshire.

Since 2021 our Corporate Strategy has driven rising service standards by focussing on providing Safe and Sustainable homes that lead to Satisfied residents. 2025/26 is the final year of this strategy.

Celebrating 30 years of Housing Solutions

Our values

Our success is built on values that enable our team to meet the needs of residents by delivering excellent services.

Ownership

taking personal responsibility to ensure positive outcomes for residents.

Teamwork

working cooperatively in and across teams to achieve more together.

Innovation

using creative thinking, passion, and energy to achieve practical results.

Inclusion

ensuring that every resident has a voice and can participate in our services.

Members, Executives and Advisers

Board of Management

Chairman	Elizabeth J. Padmore (Independent)
Chief Executive	Orla Gallagher
Senior Independent Director	Angus McCallum (Independent – retired 11 December 2024)
	Fred Maroudas (Independent – from 12 December 2024)
Chair of Audit & Risk Committee	Nick Whitaker (Independent)
Chair of Funding Committee	Fred Maroudas (Independent)
Chair of Remuneration Committee	Angus McCallum (Independent – retired 11 December 2024)
	Ian Windsor (Independent – from 12 December 2024)
Chair of Nominations Committee	Elizabeth J. Padmore (Independent)
Other Board Members	Jeremy Stibbe (Independent)
	Rebecca Smith (Independent)
	Barry Malki (Independent – retired 28 February 2025)
	Arlene Keenan (Independent – from 17 July 2024)
	Martha Desmond (Independent – from 20 January 2025)
Company Secretary	Mary Swaine

Executive Team

Chief Executive	Orla Gallagher
Director of Finance	David Joyce
Director of Property & Development	Steven Brookfield
Director of Corporate Services	Carol Lovell (to 17 July 2024)
Director of Service Excellence and Innovation	Ben Thomas (from 30 September 2024)

The Executive Team holds no interest in the Association's shares and acts within the authority delegated by the Board.

Auditors

External Auditors
Crowe U.K. LLP
55 Ludgate Hill
London
EC4M 7JW

Internal Auditors
Beever & Struthers
15 Bunhill Row
London
EC1Y 8LP

Solicitors

Trowers & Hamlins LLP
3 Bunhill Row
London
EC1Y 8YZ

Funders

AIB Group (UK) plc
St Helen's
1 Undershaft
London
EC3A 8AB

Danske Bank
PO Box 183
Donegall
Square West
Belfast
BT1 6JS

M & G Limited
Laurence
Pountney Hill
London
EC4R 0HH

Legal & General Investment
Management Ltd
One Coleman Street
London
EC2R 5AA

Santander UK Plc
17 Ulster Terrace
Regents Park
London
NW1 4PJ

MORhomes PLC
Future Business Centre
Kings Hedges Road
Cambridge
CB2 2HY

Pension Insurance
Corporation plc
14 Cornhill
London
EC3V 3ND

Treasury Advisors

Centrus
Senator House
85 Queen Victoria Street
London
EC4V 4AB

Valuers

Jones Lang LaSalle Ltd
22 Hanover Square
London
W1S 1JA

Registered with Homes England Reg No. L4073 and Registered as a Co-operative and Community Benefit Societies Act 2014 Reg No. 27876R.

Registered Office: Crown House, Crown Square, Waldeck Road, Maidenhead, Berkshire SL6 8BY.

A statement from the Chairman

As we approach the culmination of our five-year Corporate Strategy which launched in 2021, I am proud to reflect on the significant progress Housing Solutions has made towards its goals in 2024/25.

Residents are at the heart of our strategy which is underpinned by three key pillars: Safe, Satisfied and Sustainable. Excelling in each of these enables us to perform our core purpose to an even higher standard.

They enable us to provide high-quality, affordable homes and services to the thousands across our region who are priced out of the open market. Behind each objective, target or statistic you read in this Annual Report are people benefitting from safe and sustainable housing they would not have had access to otherwise.

Like organisations in every sector, we have faced challenges this year. Costs remain high, geopolitical and economic uncertainty persists, and we are, quite rightly, expected to invest in upgrading properties so they are safe and energy efficient. However, Housing Solutions is in a strong position, both from a financial and governance perspective, to continue delivering services and developing new homes.

We continue to demonstrate strong compliance with the Regulator of Social Housing's Governance and Financial Viability Standards, maintaining our G1 V1 status and evidencing that our financial position is robust. We achieved an operating surplus of £23.5m and an overall surplus of £5.65m, supporting reinvestment in improving the condition of our existing homes and investing in new affordable homes. During the year, we invested £17.6m in our existing homes, compared to £15.8m last year and a further £5.4m on new homes.

The focus on our work has been increased by the government's growth agenda. A home isn't just a roof over your head, it's a prerequisite for a productive and happy life, a place of security from which people can raise families, contribute to their communities and develop careers.

Our unwavering commitment to safety, resident satisfaction, and long-term sustainability plays a vital role in enabling us to further this agenda. This year we have pushed even harder to make sure we are delivering on these goals.

We saw increased performance across all of the Regulator's Tenant Satisfaction Measures (TSMs) this year compared to 2023/24, confirming that residents are happy with core elements of our service.

Safety has remained a priority. We achieved full compliance in 15 of 16 statutory areas including the completion of 100% of planned fire risk assessments, with a programme of work underway to address the actions arising out of the assessments, underscoring our role as a responsible landlord. Every home met the Decent Homes Standard, and our enhanced health and safety management initiatives have strengthened accountability at all levels.

Anti-social behaviour (ASB) can blight people's lives and our enhanced approach to helping deal with ASB has resulted in notable improvements. We ensure that all personal ASB cases are reported onto our systems at the time of being reported, so that our teams can initiate support promptly, while strengthened partnerships support successful case resolutions, leading to a rise in resident satisfaction with ASB handling to 73%. Additionally, we enhanced lone-working protocols to bolster staff safety, creating a more secure environment for both colleagues and residents.

Satisfaction with our repairs service also rose to 87.4%. We are pleased with this progress, but there is room for improvement. Routine repairs completion rates fell below target, highlighting the necessity for quicker turnarounds and more efficient contractor management, which we have started to address by optimising appointment scheduling.

We achieved an operating surplus of £23.5m and an overall surplus of £5.65m, supporting reinvestment in improving the condition of our existing homes and investing in new affordable homes.

We know how important the prompt resolution of issues is to residents and the impact it has on overall satisfaction with Housing Solutions, which currently stands at 84%. We aim to go further in 2025/26 and meet our strategy target of 91%.

At the heart of our ongoing mission to drive up standards is listening to residents. This year we strengthened our governance structures to ensure resident voices influence our decision-making processes at all levels. At the start of the year, we launched a full programme of year-long events and activities for Board members, executives and residents to interact and share experiences. We also had a highly successful recruitment campaign for a new resident Board member, whom we look forward to welcoming to the Board in 2025.

Community engagement also reached unprecedented levels, with hundreds of stakeholder events reinforcing our commitment to collaboration and local impact. We have also supported some of our most vulnerable residents to unlock an additional £323,206 in welfare and benefits.

All our work is underpinned by our robust financial position, which ensures we are sustainable as an organisation and able to invest in improving our existing stock, developing new homes, and implementing digital innovation. This year our five year cyclical stock condition survey programme remains on track, and we are putting together a plan to upgrade each home to an energy performance certificate (EPC) rating of C by 2030. We have also completed 43 new affordable homes with an EPC rating of B, providing people with high-quality housing and lower heating bills.

On the innovation front, the adoption of cloud-based platforms to replace legacy on-premises systems have driven efficiency and yielded significant cost savings. Alongside this we have focused on ensuring that many of our resident services are now available digitally. The next job is to increase the number of residents using them to access our services where it is quicker and more convenient for them.

None of this would be possible without our brilliant Housing Solutions team. Keeping our talented people engaged and motivated leads to an enhanced resident experience. With this in mind, we provided leadership development through our Grow as a Leader and Rising Stars programmes, celebrated success with our STAR awards and expanded our staff mental health initiatives. This has resulted in colleague turnover dropping to 7.98%, well below the sector benchmark.

As we enter the final year of our current Corporate Strategy and begin planning for the future, the Board and Executive team remain fully committed to delivering excellence across our Safe, Satisfied, and Sustainable pillars. Our next Corporate Strategy will build on the strong foundations we've laid and, working hand in hand with our residents, will focus on helping our communities thrive in 2025/26 and beyond. At Housing Solutions, we are proud to be a housing association by name driven by our purpose to be a community builder by nature.

Elizabeth J Padmore – Chair

Our governance

Report of the Board

The Board of Housing Solutions presents its report together with the audited financial statements of Housing Solutions (the Association) and Housing Solutions Group (the Group) for the year ended 31 March 2025.

The Group comprises of the Association and its subsidiary undertakings: Housing Solutions Capital PLC, HSG Property Services Limited, and Housing Solutions Development Limited. Housing Solutions is a Public Benefit Entity.

Principal activities

The Group's principal activities are the development and management of affordable and supported housing and the provision of repairs services to its own stock. Housing Solutions has charitable status and operates three key business streams:

- housing for rent, primarily for households who are unable to rent or buy at open market rates;
- supported housing, for people who need additional housing-related support;
- low-cost home ownership, primarily shared ownership whereby residents purchase a share in the equity of their home.

As well as owning or managing 6,483 properties, the Group develops new affordable housing and is a member of the Sovereign Development Consortium (SDC) which facilitates access to Homes England grant funding. The Group also provides a small amount of non-social housing, and market rent accommodation. However, the Group's focus remains its social housing activities, and these constitute 96% of the Group's activities by turnover.

Social housing activities constitute 96% of the Group's activities by turnover

Getting to Know You 2025 – with members of our Board

Board members and Executive Directors

The present Board members, committee structure and Executive directors of the Group are set out on page 6.

All Executives work within the authority delegated by the Board. Group insurance policies indemnify Board members and officers against liability when acting for the Group.

Employment contracts

Excluding the Chief Executive, Board members are paid based on a scale reflecting their relative responsibilities to the Group. The total amount paid to Board members during 2024/25 was £89,335.

The Executive directors, including the Chief Executive, were employed on the same terms as other staff with notice periods of six months. The Chief Executive's salary is set at the market rate using an independent consultant, Forest HR.

Overview of our business

Our headquarters are in Maidenhead and we provide affordable homes to rent or buy across seven local authorities in the surrounding area. We offer a range of tenures to help meet the growing need for housing in a region characterised by high property prices. We also build new homes and this financial year we completed homes in Maidenhead, Wokingham, Bracknell and Buckinghamshire.

Corporate Governance

Corporate Governance Statement

The Board has assessed its compliance against its adopted Code of Governance (National Housing Federation Code of Governance 2020) and is satisfied that the organisation's governance is compliant with the material aspects of the Code, and is supported by its internal controls, policies, and procedures.

The Board approved transitional arrangements in July 2021 to ensure alignment with the Code's provisions on maximum tenure for non-executive directors. The arrangements were designed to ensure that the organisation retained the skills and experience required to deliver its Corporate Strategy and plan (2021 – 2026) in the operating environment. The transitional arrangements reflected the provisions within the Code to extend non-executive director tenure to a maximum of nine years where it was in the organisation's best interests to do so.

The Board elected to apply this flexibility in some cases to retain key skills of senior members of the Board and support effective succession planning. All Board members are now recruited on six-year terms of office. The organisation commissioned a triennial governance review over the course of January to July 2023 which found the Board and process of governance to be 'highly effective' at Housing Solutions with examples of 'exemplary governance' evident.

All required disclosures have been made, and registers have been maintained regarding gifts and hospitality accepted and given to Board members and employees. The Board monitors the regulatory compliance framework, which allows the organisation to self-assess and provide evidence to demonstrate its compliance with the Regulatory Standards and identify gaps, which can then be addressed. The annual self-assessment was presented to the Board on 21 May 2025 and demonstrated compliance.

Compliance with Regulatory Standards

The Board of Housing Solutions has carefully considered the requirements of the Regulatory Standards and has robustly assessed and received assurance of Housing Solutions' compliance with them during the year. The self-assessments were presented to the Board on 21 May 2025 and 16 July 2025. On this basis, the Board confirms that Housing Solutions has complied in all material aspects with the Regulator of Social Housing standards during the reporting period ended 31 March 2025 and to the date of approval of the financial statements.

Housing Solutions team – powering change

Regulatory performance

Following a stability check in November 2024 the Regulator of Social Housing confirmed that the governance and financial viability grades for Housing Solutions remained as:

G1: the provider meets our governance requirements.

V1: the provider meets our viability requirements and has the financial capacity to deal with a wide range of adverse scenarios.

Equality, Diversity and Inclusion

In defining our culture and values, our Board is committed to making the organisation and services we provide genuinely inclusive, putting residents at the heart of our work. In 2024/25 we embarked on the fourth year of our Equality, Diversity & Inclusion Strategy (2021–26) set by the Board, delivering key aspects of our annual action plan. We have made progress increasing the communication preferences and diversity information held for our residents, enabling us to tailor our services to meet diverse needs and challenge ourselves to strengthen accessibility as an ongoing key part of our focus.

We carried out work in relation to customer segmentation to better understand the profile of our customers, inform service improvements and help target our resident involvement, which will be an ongoing focus of our resident engagement strategy.

Equality Impact Assessments are completed for all policies which impact on our residents or colleagues, and our reporting to the Board on key service elements includes demographics analysis. This led to changes in the way we provide some service charge information to residents in 2024/25.

We utilised residents' communication preferences to deliver a highly targeted fire safety awareness programme for residents across our schemes and estates as part of our 'gold standard' approach to fire safety.

We continued to enhance resident engagement, ensuring tenants felt heard, supported, and safe in their homes. For example, our Safe in Your Place campaign delivered monthly safety bulletins on key topics such as fire prevention, anti-social behaviour, and mental health awareness.

Other communication campaigns focused on tenant satisfaction, service improvements, and digital accessibility. Wi-Fi access was extended to more than 1,850 residents, improving digital inclusion and access to essential services.

Residents played a key role in co-creating our estate service standards while resident panels ensured their voices shaped service delivery across the organisation, strengthening governance and accountability.

We also reinforced our commitment to equality, diversity, and inclusion (EDI) as an organisation, relaunching the Colleague Inclusion Champion group to create a more inclusive culture. An educational, fun, and challenging programme of events has been delivered throughout the year including an inclusion picnic, guest speakers to celebrate Black History Month and Disability Awareness Month, celebrations for Diwali, and several spotlights on Halloween, Christmas, Holocaust Memorial Day, Ramadan and International Women's Day to name a few.

Supporting EDI has been a focus of our learning and development programme, with EDI training delivered to all colleagues, alongside neurodiversity training for managers as part of the Grow as a Leader programme. We have retained Level 1 Disability Confident accreditation and are on track to achieving Level 2 in summer 2025.

Health and Safety

The Board and the Audit & Risk Committee receive detailed reports on health & safety compliance at every meeting. In addition, the Association has continued, for the fifth year, to achieve ISO 45001 certification, a robust external audit of our Health & Safety Management.

The Board received additional assurance from appointed external specialist advisors, Cooper Bassett for Health and Safety, and Savills for fire safety. Our health and safety processes and procedures are regularly audited and checked by our internal auditors Beever & Struthers.

Environmental Sustainability

We are committed to minimising the impact we have on the environment, while delivering social value and supporting our local communities. As part of our Sustainability Strategy, we commissioned our third SHIFT environmental assessment in September 2024 to understand our environmental impact around our homes, business premises, and supply chain. We were delighted to maintain the SHIFT Gold standard we achieved in 2023-24, which recognised the work linked to our Sustainability Strategy and improvements to the energy efficiency of residents' homes, testament to our ever-improving environmental performance.

Internal Controls Assurance

The Board acknowledges its overall responsibility, applicable to all organisations within the Group, for establishing and maintaining the whole system of internal controls and for reviewing its effectiveness. The system of internal controls is designed to manage, rather than eliminate, the risk of failure to achieve business objectives and to provide reasonable assurance against material misstatement or loss.

The process for identifying, evaluating, and managing the significant risks faced by the Group is ongoing and has been in place throughout the period commencing 1 April 2024, up to the date of approval of the report and financial statements. Key elements of the control framework include:

- Board-approved terms of reference and delegated authorities for Audit & Risk, Funding, Nominations and Remuneration Committees;
- clearly defined management responsibilities for the identification, evaluation, and control of significant risks;
- regular system reviews by our appointed internal auditors, Beever & Struthers, and a detailed audit tracking system which is reviewed and monitored by the Audit & Risk Committee;
- robust strategic and business planning processes, with detailed financial budgets and forecasts;
- formal recruitment, retention, training, and development policies for all staff;
- established authorisation and appraisal procedures for significant new initiatives and commitments;
- Board-approved Risk Management Framework 2025-28 reflecting precise risk management methodology;
- approved Financial Regulations and Treasury Management Policy alongside a sophisticated approach to treasury management, which is subject to external review each year;
- regular reporting to the appropriate committee on key business objectives, targets, and outcomes;

- Board approved whistle-blowing and anti-theft and anti-corruption policies;
- Board approved anti-fraud, theft, and bribery policies, addressing prevention, detection, and reporting, of financial malpractice;
- regular monitoring of loan covenants and requirements for our loan facilities;
- annual review of compliance with the NHF Code of Governance and at least three yearly reviews of policies and procedures.

The Board cannot delegate ultimate responsibility for the system of internal control but has delegated authority to the Audit & Risk Committee to regularly review the effectiveness of the system of internal control.

The Board receives regular reports and meeting minutes from the Audit & Risk Committee. The Audit & Risk Committee has received the annual review of the effectiveness of the system of internal control for the Group, and the annual report of the internal auditor, and has reported its findings to the Board.

The organisation's internal auditors Beever & Struthers were retained for the fourth of a five-year contract. For internal audits completed over 2024/25 and finalised at the time of reporting, 85% were rated 'Substantial' for execution of controls with the remaining two audits assessing controls as 'Reasonable'. There were 17 findings in total across all 13 assurance audits, all of which had 'low risk' findings.

The internal audit plan was expanded in consultation with the Audit & Risk Committee this year, with new areas included to provide assurance of our compliance with the Regulator of Social Housing Consumer Standards.

GOLD

we've maintain the SHIFT Gold standard we achieved in 2023-24

85%

of internal audits were rated 'Substantial' for execution of controls

Going Concern

The Board has considered the effects of economic pressures such as global trade volatility, ongoing inflationary risks, and investment requirements in existing stock, and is confident the Group can withstand significant economic volatility.

In April 2026 facilities of £75m with Santander are maturing of which £6m is currently drawn. Credit approval has already been obtained with another lender to absorb this facility, and we are expecting this to complete in July/August alongside full securitisation.

There are currently sufficient undrawn funds available in other facilities to cover the drawn debt with Santander.

The Board has a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future, being a period of twelve months after the date on which the report and financial statements are signed. For this reason, it continues to adopt the going concern basis in the financial statements.

> The Board is responsible for preparing the report and financial statements in accordance with applicable law and regulations.

85%

of audits rated Substantial

17

low-risk findings across 13 audits

Statement of the responsibilities of the Board of management for the report and financial statements

The Board is responsible for preparing the report and financial statements in accordance with applicable law and regulations. Co-operative and Community Benefit Societies legislation requires the Board to prepare financial statements for each financial year.

Under that law the Board has elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable laws).

Under the Co-operative and Community Benefit Societies legislation, the Board must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and Association at the end of the year, and of the surplus or deficit of the Association and Group for that period.

In preparing those financial statements the Board is required to:

- select suitable accounting policies and apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards, including the Financial Reporting Standard 102 (FRS102) and the Statement of Recommended Practice (SORP) Accounting by Registered Housing Providers Update 2018, have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Board is responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the Group and Association and enable it to ensure that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014. It is also responsible for safeguarding the assets of the Group and Association and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board is responsible for ensuring that the report of the Board is prepared in accordance with the Statement of Recommended Practice: Accounting by Registered Housing Providers Update 2018.

The Board is responsible for the maintenance and integrity of the corporate and financial information on the Group's website.

Our finances

Our financial performance

The Group owned or managed 6,483 housing properties, and invested a total of £17.6m in repairing, maintaining and improving our homes as at 31 March 2025.

Accounting policies

The Group's principal accounting policies are set out on pages 72 to 99 of the financial statements. The policies that are most critical to the financial results relate to accounting for housing properties and include: capitalisation of costs; housing property depreciation; and the treatment of shared ownership properties.

The Group has prepared the accounts in accordance with UK Generally Accepted Accounting Practice (UK GAAP) including the Financial Reporting Standard 102 (FRS 102) and the Housing SORP 2018: Statement of Recommended Practice for Registered Social Housing Providers and complies with the Accounting Direction for Private Registered Providers of Social Housing 2022.

Financial performance

The Group's five-year Statement of Comprehensive Income and Statement of Financial Position are summarised on page 28, and the following paragraphs highlight key features of the Group's financial position up to, and including, 31 March 2025.

Collaborating for sustainable financial growth

Liquidity & Borrowing

The Group's forward business plan, which includes the updated Development Strategy, has been robustly stress tested based on the key strategic risks reported to the Board.

We continue to report a strong Statement of Financial Position with net assets of £131.8m. As at 31 March 2025, fixed assets totalled £525.5m (2024: £522.4m), an increase of £3.1m on the previous year, reflecting our ongoing investment in both new and existing homes.

Housing Solutions remains in a strong financial position with net debt of £316.9m and available cash and committed liquidity facilities of £84.6m at the end of March 2025 (2024 net debt £322.1m and cash/committed facility of £82.1m).

The following table shows a breakdown of how each £1 of expenditure is incurred in the financial year. Because our overall cost base differs between years, the numbers in the below table are percentages relative to the total expenditure in that year rather than absolute percentages.

For every £1 we spend

	2024/25 (pence)	2023/24 (pence)	2022/23 (pence)
New homes	16	17	64
Interest	29	31	12
Management and other expenses	19	19	9
Planned maintenance	13	13	5
Routine maintenance	8	9	4
Estates	7	7	3
IT	4	2	1
Purchase of other assets	2	1	1
Other expenses	2	1	1

Pensions

The Group participates in a defined contribution pension scheme through Scottish Widows for all employees. This scheme offers good benefits to staff. The Executive Directors may participate in this scheme on the same terms as all other eligible staff and Housing Solutions makes contributions into the Individual Personal Pensions.

Housing properties

At 31 March 2025 the Group owned or managed 6,483 social and non-social housing properties (2024: 6,446). There were 43 completions, 8 disposals, and one unit divided into three separate units during the year.

Our investment in the acquisition and development of properties, totalling £5.4m, and our further investment of £5.0m in capitalised maintenance of existing properties this year, was funded through a mixture of debt finance and operating surpluses.

Cashflows

We generated £32.8m from operating activities and our cash outflows to service our debt totalled £17.5m. The investment in new fixed assets during the year was £10.2m (including property acquisitions). The net cash outflow of servicing our debt was £17.3m and the net cash outflow for the net repayment of debt was £5.4m. Cash inflows and outflows during the year are shown in the consolidated statement of cash flows (page 70).

Group debt

At the year-end Group borrowings amounted to a nominal amount of £325.0 million. Net gearing, calculated as total loans less cash as a percentage of the balance sheet value of completed housing property, was 63.1% at 31 March 2025 (2024: 64.8%). Cash held at 31 March 2025 was £8.1 million compared with £8.3 million at 31 March 2024.

The Group is borrowing principally from banks and through private placements, at both fixed and floating rates of interest. Interest rate fixes are in place to generate the desired interest rate profile and to manage the Group's exposure to interest rate fluctuations. The Group's policy is to keep between 65% and 90% of its borrowings at fixed rates of interest and to maintain an average tenure no less than 10 years.

At the year-end, 78.8% of the Group's borrowings were at fixed and index linked rates after taking account of interest rate fixes (2024: 78.2%). The fixed rates of interest range from 3.67%, including the loan margin, to 5.45%. Our all-in weighted average cost of funds was 5.19%.

The Group's lending agreements require compliance with several covenants. The Group's position is monitored against those covenants on an on-going basis and reported to the Board at each meeting. The Group's Funding Committee regularly reviews the Group's treasury position including requirements for new loan facilities. The Group is compliant with its loan covenants at the year-end date, and the Board expects to remain compliant in the foreseeable future. The Group borrows and trades only in sterling and so is not exposed to currency risk.

Annual General Meetings

Housing Solutions operates a closed shareholding structure under which there is no requirement to hold an Annual General Meeting.

The Annual General Meetings for Housing Solutions' subsidiary companies were held remotely on 19 September 2024.

Disclosure of information to auditors

At the date of this report each of the Association's Board members, as set out on page 6, confirm the following:

- so far as each Board member is aware, there is no relevant information of which the Group's and Association's auditors are unaware; and
- the Board members have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information

Group highlights, five year summary

	2025 £000	2024 £000	2023 £000	2022 £000	2021 £000
Group Statement of Comprehensive Income					
Total turnover – SOCI	61,177	56,843	53,689	49,899	48,875
Turnover excluding sales – Note 3	58,740	55,344	48,033	45,148	43,361
EBITDA (excluding sales)	29,711	26,535	23,961	24,635	25,282
Operating surplus – SOCI	23,497	20,305	19,189	20,109	20,950
Group Statement of Financial Position					
Housing and investment properties (at cost and valuation)	516,636	513,612	511,480	444,226	436,399
Other FA and intangible fixed assets	8,880	8,824	8,926	9,991	10,341
Tangible and intangible fixed assets	525,516	522,436	520,406	454,217	446,740
Long term investments – SOFP	–	–	–	2,509	2,514
Net current assets – SOFP	(6,291)	(3,624)	(989)	(401)	11,219
Total assets less current liabilities – SOFP	**519,225**	**518,812**	**519,417**	**456,325**	**460,473**
Loans (due over one year) – SOFP	(322,479)	(327,921)	(325,323)	(279,773)	(290,084)
Unamortised loan premium	(1,704)	(1,499)	(1,633)	(2,572)	(3,080)
Deferred capital grant (over one year)	(63,205)	(63,201)	(64,836)	(53,590)	(54,434)
Pensions Liability – SOFP	–	–	(7,106)	(21,837)	(26,315)
Net assets – SOFP	131,837	126,191	120,519	98,553	86,560
Reserves					
Revenue Reserve – SOFP	131,837	126,191	120,519	98,553	86,560
Revaluation Reserve – SOFP	–	–	–	–	–
Total	131,837	126,191	120,519	98,553	86,560
Housing properties owned at year end					
Social Housing – Note 4	6,449	6,410	6,389	5,910	5,844
Non-social Housing	34	36	47	87	87
Total	**6,483**	**6,446**	**6,436**	**5,997**	**5,931**
Statistics					
EBITDA as % of turnover – excluding property sales	50.58%	47.95%	49.88%	54.56%	58.31%
Operating surplus as % of turnover	38.4%	35.7%	35.7%	40.3%	42.9%
Rent arrears (gross arrears as % of rent and service charges receivable)*	1.58%	2.09%	2.46%	2.25%	2.73%
Liquidity (current assets divided by current liabilities)	0.7	0.8	0.9	1.0	1.4
Gearing (as per Value for Money metrics)	63.2%	64.8%	64.7%	65.2%	66.2%

* This excludes rent receivable from care homes and leaseholders as these are paid in advance

Safe, Satisfied, and Sustainable in 2024/25

As Housing Solutions enters the final year of its five-year Corporate Strategy, we remain committed to its three core objectives: Safe, Satisfied, and Sustainable.

By enhancing our performance across these key areas in the past year we have strengthened our ability to provide quality homes and services for people who need them most, while forging communities they are proud to live in.

Our goals also align closely with the Regulator of Social Housing's consumer standards and the Better Social Housing Review, led by the National Housing Federation and Chartered Institute of Housing in 2022. Together they emphasise the importance of maintaining safe, decent homes and ensuring tenants have a voice in shaping the services they use.

Our three strategic pillars

Safe

keeping our residents safe at home and our people safe at work

Satisfied

providing value for money services to residents and fulfilling careers to our people

Sustainable

delivering more effective services and more efficient homes

The pillars of Safe, Satisfied, and Sustainable have informed all our activities since they were introduced in 2021, building greater momentum each year. This has continued throughout 2024/25, during which we have responded proactively to evolving challenges, reinforced our financial resilience, and enhanced operational effectiveness.

The performance metrics in this report reflect our progress. We base these on information including:

- Key Performance Indicators (KPIs), which show how our services are performing, such as the percentage of repairs completed on time;
- tenant satisfaction surveys which help us understand how happy residents are with our services;
- our accounts, which are independently checked to ensure they provide a true and fair reflection of our financial activities.

We also use this information to calculate our Tenant Satisfaction Measures (TSMs), which are a set of 22 different scores we must submit to our regulator each year. These do not map perfectly to our Corporate Strategy targets since TSMs were introduced in 2023, after the strategy was launched. However, the TSMs cover many of the same objectives as our strategy and are key to achieving it.

Our 2024/25 performance puts us in a strong position to achieve even more in the year ahead, including hitting the five-year targets we set in our Corporate Strategy. As we do, we'll develop a new Corporate Strategy that builds on our success and enables us to continue delivering outstanding services to residents.

You can read our full Tenant Satisfaction Measures (TSM) scores below:-

TSM Area	FY 23/24	FY 24/25
Overall satisfaction	78.7%	84.0% (**+5.3%** YoY)
Repairs satisfaction	83.4%	87.4% (**+4.0%** YoY)
Repairs - time taken	79.7%	84.1% (**+4.4%** YoY)
Well maintained home	80.2%	81.9% (**+1.7%** YoY)
Safe home	85.6%	88.1% (**+2.5%** YoY)
Listen and act	68.9%	77.3% (**+8.4%** YoY)
Keeping informed	80.1%	87.1% (**+7.0%** YoY)
Fairly and with respect	88.1%	94.5% (**+6.4%** YoY)
Complaint handling	43.4%	64.2% (**+20.8%** YoY)
Communal areas clean and well maintained	70.8%	75.9% (**+5.1%** YoY)
Positive contribution to neighbourhood	72.4%	75.8% (**+3.4%** YoY)
Approach to ASB	61.1%	66.8% (**+5.7%** YoY)

safe
satisfied
sustainable
homes and workplaces

Keeping residents safe in their homes and colleagues safe at work is a key priority. We continue to respond robustly to the greater scrutiny on fire safety and damp and mould, as standards tighten following the Grenfell Tower tragedy and the death of Awaab Ishak.

Over the past year we have invested a total of £17.6m in maintaining and enhancing our existing stock, compared to £15.8m in 2023/24. We have also strengthened compliance processes, improved anti-social behaviour (ASB) management, and enhanced our approach to repairs and maintenance.

We invested

£17.6m

in improving our existing homes, compared to £15.8m in 2023/24.

Delivering high standards of safety and compliance

We continued to achieve sector-leading standards in 2024/25 including 99.95% safety compliance across all operations and 100% of properties reaching the Decent Homes Standard. We invested £3.3 million in fire safety during the year and plan to increase investment to £4.8 million in 2025/26.

> Resident satisfaction with safety remained strong – 88.1% of tenants reported their home as safe.

Resident satisfaction with safety remained strong. 88.1% of tenants reported that their homes were safe and 81.9% said they were well-maintained.

We've supported our colleagues to improve compliance management by partially integrating reporting systems into the Connect platform, reducing manual tasks and enhancing data accuracy. Company-wide communication on health and safety management has also improved through the use of an Asset Management dashboard.

99.95%
safety compliance across all operations

100%
of properties reaching the Decent Homes Standard

Celebrating 30 years with residents and partners

Enhancing repairs and maintenance

Providing repairs quickly and effectively has a vital role to play in maintaining the safety of homes and good relationships with residents. We've steadily improved our repairs service since launching our Corporate Strategy by investing in our in-house team and developing more effective systems.

In 2024/25 our responsive repairs performance remained strong for urgent and emergency repairs, with 98.25% of urgent repairs and 97.11% of emergency repairs completed within target deadlines. However, routine repairs completed within our target of 21 days fell short at 62%, but we still achieved an average turnaround time of 16.26 days.

> Improving the responsiveness of our repairs service helped increase residents' overall satisfaction with repairs to 87.4%.

We took steps to address this during the year, employing an interim Head of Repairs and introducing an improved appointment scheduling system to reduce travel time and increase repair capacity. The new system simplified booking slots to morning, afternoon, or all-day windows, and is one of the reasons completion rates rose to 80.5% in February and 84.3% in March. We expect this to drive higher performance in the coming year.

We've worked hard to identify damp and mould issues. A dedicated team established the previous year carried out proactive inspections, contributing to a drop in reported mould cases from 1,136 to 767 and an increase in the number of cases inspected within our target deadline from 61.7% to 91.8%. However, at 69% we fell short of our goal to complete 95% of remedial works within our target time. In line with peers' approaches we adjusted our standard repair response time from 21 calendar days to 21 working days at the end of the year. We communicated with residents the importance of remedial work through initiatives such as our 'Safe in your Place' campaign.

Our focus on improving the quality and responsiveness of our repairs service has led to an increase in overall satisfaction with repairs to 87.4%.

Managing Anti-Social Behaviour

Anti-Social Behaviour (ASB) has a huge impact on quality of life, and we pledged to improve how we manage it in our Corporate Strategy. In the past year we strengthened our approach, progressing all cases to an outcome. This led to 73% overall resident satisfaction with ASB handling, close to the 75% target we set in our Corporate Strategy a year early.

This was achieved through better case management and enforcement, supported by digital tools. All cases were documented on our digital REACT case management system, ensuring all incidents are recorded where ASB is reported. Stronger partnerships supported enforcement action, resulting in 16 injunctions and 3 possessions, reinforcing a safer environment for residents. We were also able to use the data to understand any trends or issues across cases and show residents real-time progress on cases. We have also increased activity with partners, including specialist agency RESOLVE, through joint initiatives such as estate walkabouts, improved communications, and partnership events. We also attend local police partnership meetings to support resolution of more complex cases, working together to ensure appropriate intervention.

All reported anti-social behaviour incidents were acknowledged within 24 working hours.

Improved communication and response times underpinned an increase in satisfaction with our handling of anti-social behaviour to 66.8%. Community safety engagement initiatives, including drop-in sessions and tailored resident communications, also helped develop trust in our ASB management strategy.

ASB Engagement in Action: Tackling Anti-Social Behaviour at The Elms

As part of Anti-Social Behaviour (ASB) Awareness Week in November 2024, Housing Solutions hosted a meeting at The Elms, a supported living accommodation for residents over 55, to address ASB concerns.

The meeting brought together Housing and Community Safety officers and local police representatives from the Aylesbury Community Safety Team.

The session discussed ASB, explaining how breaches of tenancy are managed and reinforcing the importance of reporting incidents to landlords or law enforcement. Officers outlined the consequences of ASB, including potential eviction, while local police clarified the legal processes involved when cases are escalated.

Residents were reassured that support is available, with Housing Solutions and law enforcement working together to maintain a safe and respectful environment. Flyers with reporting guidance were distributed, empowering tenants to act when needed.

This initiative strengthened collaboration between housing officers, care providers, police, and residents, ensuring ASB is tackled proactively.

Ensuring a safe workplace

Providing a safe and supportive environment for our colleagues, whether they are in the office or out in our communities, is critical for their wellbeing and their ability to deliver the best service possible.

In 2024/25 compliance with lone-working devices reached 78% and we implemented system reviews and buddy procedures to ensure colleagues could carry out tasks safely. In addition, company-wide communication on health and safety was enhanced through our asset management dashboard.

A greater emphasis on safety and wellbeing at work contributed to a rise in reported incidents from 15 cases in 2023/24 to 29 cases in 2024/25. We see this as a positive since it reflects improved engagement with health and safety reporting.

We also expanded mental health initiatives, embedding Check-in Wednesdays and the Employee Assistance Programme into our workplace culture and giving people safe spaces to raise issues. This was reinforced by training for managers on mental health and frontline safety, strengthening their confidence to handle a range of workplace challenges.

safe satisfied sustainable residents and employees

Resident satisfaction isn't just a tick-box exercise. It shows how well we are achieving our fundamental purpose to provide outstanding homes and value-for-money services.

That's why increasing resident satisfaction levels was at the heart of our Corporate Strategy. Alongside this we know that satisfied colleagues with fulfilling careers make that goal possible. In 2024/25 we continued to improve our approach to service delivery, resident engagement and workplace culture to ensure both residents and employees felt valued, empowered and satisfied.

As a result, overall satisfaction with our services rose to 84% from 78.7% the previous year. We are aiming for a similar increase in performance to hit our Corporate Strategy target of 91% for 2025/26.

Overall satisfaction with our services rose to **84%** for 2024/25

We delivered sector leading performance in managing rent arrears, at 1.58% over 2024/25.

Our specialist Welfare & Benefits team generated a total of £323,206 additional income for residents over the year.

Delivering rent and welfare support

Supporting people to stay in their homes when they are struggling is a vital part of our service and has a huge impact on an individual's satisfaction levels.

We lead the sector in rent arrears performance, with current arrears at just 1.58%, significantly below our own 2.25% target. Additionally, rent loss due to voids was reduced to 0.83%, ensuring financial stability while minimising property downtime.

Residents experiencing financial hardship also benefited from our Welfare & Benefits programme, which generated £323,206 in additional income, surpassing our £200,000 target. Our tailored support initiatives ensure tenants receive the practical support they need to sustain their tenancies and build brighter futures.

Social value

Our commitment to creating strong, resilient communities is reflected in our work supporting our residents and local communities. Each year we measure the social return on the investment we make, using the Housing Associations' Charitable Trust (HACT) Social Value Bank. Over 2024/25 we provided more than £8.3m of social value through our work, meaning that for every £1 we invested, we delivered a return of £15.04 for our communities.

This included:

- targeted help to residents, totalling £20,063, through our Resident Support Fund;
- unlocking a total of £323,206 additional income for residents;
- continued roll-out of free Wi-Fi to reach a total of 1,862 homes; and
- Corporate Social Responsibility events raising more than £2,500 for our nominated charity (First Days Children's Charity) through colleague fundraising and social value donations from our partners and suppliers.

What we did	Housing Solutions investment (£)		The net social impact benefit (£)		Ratio (£1 : £x)	
	2023/24	2024/25	2023/24	2024/25	2023/24	2024/25
Provision of free Wi-Fi	£171,580	£199,378	£2,257,515	£2,546,029	£1 : £13.16	£1 : £12.76
Resident engagement	£38,200	£31,455	£2,300,795	£1,933,441	£1 : £60.23	£1 : £61.46
Financial inclusion and employment support	£221,552	£323,206	£5,168,468	£3,858,405	£1 : £23.32	£1 : £11.93
Total	**£431,332**	**£554,039**	**£9,726,778**	**£8,337,875**	**£1 : £22.55**	**£1 : £15.04**

We are doing more in 2025/26 to give back to our communities, through targeted initiatives like the Strive online business entrepreneurship programme – a programme funded by Housing Solutions to support residents in starting their own business as part of a 5-week programme of specialist advice and leading to a start-up qualification and offer of potential grant funding.

Enhancing repairs and estate services

As already noted, carrying out repairs swiftly and effectively is a key element of our Safe objective. It also plays an important role in resident satisfaction. Fixing issues has a direct impact on residents' day-to-day lives – when repairs are completed quickly and to a high standard, it builds trust in us as an organisation.

Satisfaction with repairs reached 87.4%, reflecting better response times thanks to the increased capacity of our in-house team and the more efficient scheduling we've detailed. Cost-efficiency was also enhanced, enabling us to deliver more for less.

Our reliance on subcontractors was reduced, creating savings whilst driving greater accountability within our Direct Labour Organisation (DLO). This helped to underpin high performance in delivering emergency and urgent repairs.

Alongside core maintenance work, Housing Solutions has invested in improving estate management. Initiatives such as the Summer Shine campaign revitalised communal spaces so they are safe and usable for residents, while the installation of CCTV at five sites has reduced incidents of fly tipping in particular hotspots, saving over £10,000, and helping residents feel safer in their homes.

Listening to and engaging with residents

Shaping services around the genuine needs of residents runs through our Corporate Strategy and we are constantly seeking to give residents a greater say in what we do.

We introduced a resident impact framework in January 2025, helping us identify and measure positive outcomes of our work for residents.

In 2024/25 77.3% of residents were satisfied that we listened to them and acted on their feedback. That's an increase from 68.9% the previous year and on the way to achieving our strategy target of 87%.

During the year we supported 13 separate resident panels to ensure the resident voice was part of our decision-making. The panels bring residents into the governance process and give them an influence over all aspects of life in our communities.

> During the year we supported 13 separate resident panels to ensure the resident voice was part of our decision-making.

Alongside our resident panels, we ran over 400 events to help us engage with as many people in our community as possible. This helped us to push up the proportion of residents satisfied with how informed they were from 80.1% to 87.1%.

During the year we held careers sessions at local schools and funded specialist online business enterprise programmes to support entrepreneurship. We also used these events to promote new service offerings, provide new opportunities to residents and strengthen community relationships and pride.

They include the Scrutiny and Improvement (SIT) Panel, which meets every six weeks to assess maintenance, engagement, and transparency, before making recommendations that guide our policies. This year SIT launched its first newsletter to keep residents updated on its activities and impact.

Other resident panels include the E-Engagement Panel, which enables people to provide feedback online from home, and an Estates Services Panel focusing on issues such as recycling, parking and communal spaces. We also launched a Younger Residents Panel this year to help us shape services that support younger people in our communities.

Events ranged from regular coffee mornings, where residents could discuss issues informally with members of our team, to meetings focused on specific issues such as online safety and digital skills. We also sought to bring residents together and build relationships in a relaxed, fun atmosphere at Easter egg hunts, food events, and seasonal gatherings.

A Blandford House resident told us:

I've definitely learned something today. It's reassuring to know what to look out for.

Blandford House hosts online safety session

Residents at Blandford House attended an online safety awareness session, led by local police officers, to learn how to identify and avoid online fraud in daily life and online.

The session covered phishing emails, fraudulent phone calls, and doorstep scams, with officers sharing real-life examples to highlight the risks. Residents also shared their experiences and discussed how scammers often use convincing tactics.

Officers distributed guides to help residents spot scam warning signs and small bells to attach to wallets or keys to deter pickpockets.

They also gave some simple but effective tips such as checking email sender addresses, avoiding suspicious links, and never sharing personal or banking details without certainty.

The event reinforced the importance of vigilance and highlighted the positive impact of collaboration between Housing Solutions and local police.

Winter Warmer brings residents together for a heartening celebration

Our Winter Warmer Christmas event at Cox Green Community Centre set the scene for valuable advice, festive fun and meaningful conversation.

Alongside seasonal celebrations, experts were on hand to offer advice on staying warm, tackling damp and mould, and accessing welfare benefits. We were also joined by our partners DASH, a local charity supporting those affected by domestic abuse, as well as South-East Water.

They provided guidance on domestic abuse support at a time of year that can be difficult and winter plumbing tips, ensuring homes remain safe and comfortable.

The event was also a chance to gather resident feedback, with discussions on repair times, community safety, and complaints management to help shape future improvements.

Festivities included arts and crafts, face painting, and holiday games, with chocolate advent calendars proving a crowd favourite.

A special thank you to all residents who joined us to make this event such a success!

satisfied

Addressing complaints more effectively

When we fall below expectations it is vital we engage with residents in an open, fair and efficient way to rebuild trust. In 2024 scrutiny of the complaints process increased with the requirement to publish an annual self-assessment showing how we are meeting the Housing Ombudsman Complaint-Handling Code.

Over the past year, we have made significant strides in reducing escalations, improving response times, and refining communication, while identifying key areas for broader service improvements – drawing insight and learning from complaints remains a cornerstone of our approach in improving the experience for residents.

Stage 1 complaints rose to 199, reflecting successful promotion of the complaints process and the increase in new homes and residents through acquisitions from One Housing Group in 2023/24. However, Stage 2 complaint escalations remained low at just nine in the year, indicating improved initial resolutions.

Since November 2023, 100% of complaints have been resolved within timeframes set out in the Housing Ombudsman Code. Complaints related to missed contractor appointments and delays dropped by 50% following regular contract performance meetings and better appointment management. This led to an increase in complaint handling satisfaction to 97.5%, while satisfaction with outcomes reached 89.7%.

However, we recognise there are areas for improvement such as routine repair completion rates, improved communication around planned works, and greater support for residents during neighbourly disputes. We aim to address these to prevent problems escalating to complaints.

Resident feedback plays a vital role in informing how we can enhance our complaints service. At the heart of this is our Complaints Scrutiny Panel which oversees our processes and identifies how we can provide a better service. Post-complaint survey completion rates also rose from 17% to 36%, a trend we aim to accelerate this year.

Internally we will continue compulsory complaints training across all teams to ensure our service standards are consistently met.

Listening, acting, improving – outcomes that matter

Expanding and enhancing digital services

Ensuring accessible, easy-to-use digital services remains a core part of our strategy. Many of our services are now available online and, as noted above, free to access Wi-Fi has been rolled out to more than 1,850 homes, scaling up connectivity and helping remove barriers to digital access.

Our redesigned customer portal has enhanced online service delivery. While digital channels have seen adoption for payments, currently averaging £486,795 per month, usage for logging repairs remains relatively low. Over 2024/25 only 21% of repairs were logged online, falling short of our 50% target. Increasing uptake will be a key priority over the coming year. Through targeted awareness campaigns and ongoing enhancements to the portal's functionality, we aim to encourage more frequent use and establish it as the most familiar channel for these types of engagements.

Our digital transformation is also increasing efficiency and reducing paper use and labour-intensive manual tasks, contributing to our value-for-money objectives. For example, £138,000 has been saved through smarter procurement for server hosting, mobile phone services, and copier contracts.

Improved digital data management has enabled remote access to critical property records and fire risk assessment information for residents through QR codes in communal areas. The donation of old laptops at resident events has also helped to promote digital inclusion.

In the year ahead we aim to further exploit the benefits of cloud-based platforms, strengthen data security, and modernise systems to unlock opportunities such as mobile working and greater data analysis.

Empowering residents through digital access

Supporting employee development

Satisfied colleagues who are proud to work at Housing Solutions are the heartbeat of the services we provide. That's why we are committed to investing in their development, so they feel supported, valued, and confident in their roles.

We do this by ensuring all colleagues have a safe environment to work in and are able to fulfil their potential with us. This includes running wellbeing initiatives, enabling flexible working and providing opportunities to progress.

Alongside our commitment to workplace safety detailed earlier, we've implemented initiatives to enhance people's working lives. Our Creating Your Space summer working hours initiative and our agile working framework, Workstyle, have empowered colleagues to tailor their working lives to their roles, boosting productivity and work-life balance.

In terms of career development, our ongoing Grow as a Leader and Rising Stars programmes provided structured development for managers and aspiring leaders, with 16 colleagues now enrolled. Based on colleague feedback we redesigned our Perform & Grow framework to provide regular feedback on performance and support personal development. Meanwhile 108 colleagues were recognised through STAR awards, celebrating team achievements and reinforcing a positive work culture.

We continued our positive investment in learning and development throughout the year and, in addition to a programme of group and individual learning events, we are proud to have sponsored a record number of colleagues to complete professional qualifications. We engaged colleagues in a change of e-learning provider, providing refreshed content, and achieving 100% course completion at year end.

Rewarding and retaining our talent remains an important priority and we completed our triennial salary review to ensure that colleague salaries remain competitive. A review of the colleague benefit package is also underway and already delivered quick wins to improve the value to colleagues in addition to an improved workplace pension.

Inclusivity and collaboration are other important features of our workplace, valuing the contributions and voice of all colleagues. We have made progress in our colleague diversity data collection and successfully relaunched the Colleague Inclusion Champion group with a programme of spotlights and events throughout the year. We have strengthened feedback to colleagues following their contributions at our quarterly interactive colleague briefings so that they can see the difference they have made.

Collectively these efforts have created a strong workplace culture, which is reflected in our exceptionally low colleague turnover of 7.98%, far below our target of 16%. Key successes in recruitment include 70% of positions filled on the first round and 33% secured through internal progression, ensuring career development opportunities for existing employees.

With 77% of colleagues feeling satisfied with Housing Solutions as their employer, we are on our way to achieving our Corporate Strategy target for next year of 95%. To help us bridge the gap we'll work to improve cross-team collaboration, innovation and communication, further enhance inclusivity, continue to build a strong learning culture and leadership capability, and ensure colleagues have the necessary technology to perform their work.

safe
satisfied

sustainable homes and services

Sustainability is woven through all our goals. We've already discussed lots of the elements that contribute to this, such as enhanced maintenance performance, increased resident engagement and sector-leading digital innovation.

These feed into our commitment to strengthening the environmental and financial sustainability of our homes and services, shaping communities that offer long-term safety, security and opportunity.

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460 Our strategy aimed to add more than 460 affordable homes to our stock over five years, and we have already achieved this.

Financial stability

Financial stability enables everything we do. That's why maintaining our robust financial position was a priority in our Corporate Strategy and remains one.

Perhaps the greatest financial challenge since the strategy launched in 2021 has been the cost-of-living crisis. Costs have risen for us as an organisation and for many of our residents. Although inflation stabilised in 2024/25, prices remain at a high level, which means everything we do costs more, putting a strain on our budgets and causing many of our residents to require additional support.

In this environment we are proud to say we've maintained our G1, V1 status for governance and financial viability and have continued to invest in our homes and services.

Our practical support for residents and low arrears rates, noted earlier, also reflect our commitment to ensuring tenancies are financially sustainable and provide long-term security.

Delivering new homes

Affordable homes for rent or ownership are the building blocks of sustainable communities. When local people can't afford to live locally, communities fade away and this is particularly important in an area which has some of the highest house prices in the country.

Our strategy aimed to add more than 460 affordable homes to our stock over five years, and we have already achieved this by building 188 new homes and acquiring 521 from One Housing Group in 2023/24.

In 2024/25 we completed 43 new homes across Maidenhead, Wokingham, Bracknell, and Buckinghamshire. These included 9 social rent, 20 affordable rent, and 14 shared ownership properties, providing high-quality homes to meet local housing needs.

We also had five active development schemes including:

- West End Lane, Bracknell, successfully completing seven homes for social rent and three shared ownership homes for sale.
- Forest Road, Warfield, on track for the October 2025 completion of nine homes of mixed tenure, with structural works progressing.
- Littlebrook Avenue, Burnham, site clearance for seven homes has begun, setting the stage for its July 2026 completion.

We have also progressed key S106 partnership projects, including a collaboration with Bracknell Forest Council to purchase larger homes for families in temporary accommodation. Additionally, we are working on S106 development opportunities with Cala Homes and Taylor Wimpey, including a 73-home scheme in Finchampstead, which are now under investment review.

Our sales team ended the year positively with 17 new home sales and five resales at Lilly May Court, exceeding the budgeted target of 21 homes and generating £2.4 million in first tranche receipts. Shared ownership resales also saw 27 families increase their proportion of ownership of their homes, contributing an additional £1.6m in staircasing receipts.

Shared ownership demand remained strong. More than 60% of applicants were aged between 21 and 40 years, and 40% of buyers had a household income of between £30,000 and £50,000 per year.

Opening The Door to Home Ownership

One Maidenhead family told us how Shared Ownership (SO) turned their dream of a spacious home into reality.

What made you decide to buy a SO home with Housing Solutions?

It was our last hope! We had been trying to find a solution to being in our overcrowded housing association rental for so many years. We felt trapped in the system. The private rental sector for a three-bedroom house was unaffordable in our home town and we didn't have a deposit large enough to obtain an affordable full mortgage. We had been looking for shared ownership properties for a couple of years, but no three-bedroom Maidenhead properties had popped up until this one did.

How did you find the buying process?

The buying process was stressful which is to be expected. We were very fortunate though to be supported by the Housing Solutions' Shared Ownership team who took a lot of stress out of the situation with their efficiency and excellent communication skills. The aftercare has also been exemplary.

Is there anything that we could do differently or better?

The initial process is quite stressful as it is first come first served. This makes sense but there is a lot of competition and the race to get your affordability assessment back first to secure the property is dependent on the timeliness of the third party dealing with it.

Would you recommend this scheme to others?

Absolutely, particularly for anyone that is in the predicament we were in. This home has given us everything we could have ever wished for. Security, peace of mind and a place for our family to make many happy memories.

Energy-efficient homes

All the new homes we built in the year achieved an Energy Performance Certificate (EPC) rating of at least a B, meeting our Corporate Strategy target. We also focussed on improving the ratings of our existing stock in line with the government's aim to ensure rented homes achieve an EPC rating of at least C by 2030.

With energy costs remaining high we are determined to ensure residents can keep their homes warm, while reducing their carbon emissions and limiting their bills.

To help us achieve this we have surveyed 100% of our stock as part of our drive to gather comprehensive, accurate data that better informs decision-making. During the surveys we identified where we can take energy-saving measures such as installing loft insulation, cavity wall insulation, and double glazing.

Based on this information we are assessing the costs and putting together a plan to ensure we upgrade all our homes to EPC C by 2030.

Strengthening partnerships

Every successful housing association relies on strong partnerships to create sustainable communities. Residents have multiple and varying needs, which is why we work hard to develop relationships with organisations in our area that can help us meet them.

Our strategy goal was for more than 95% of community stakeholders to rate Housing Solutions as their preferred partner.

We believe we are the preferred partners across all the local areas in which we operate. We have achieved this through open and regular communication, numerous engagement events, and by ensuring we are an effective and enjoyable organisation to work with.

This impacts all our services, from the relationships with councils and developers that enable us to build new homes, to the provision of expert tailored support to residents.

Over the year we sent communications to 213 stakeholders, held over 400 events, and 13 panel meetings to embed these relationships and unlock benefits for residents.

This included work with local organisations such as specialist charity DASH, raising awareness with residents about our work in this area, as part of a trauma-informed approach to support domestic abuse survivors, alongside collaborations with local charities and food banks to ensure essential resources reached those in need. Working with the Citizens Advice Bureau, we also helped tenants navigate financial challenges, reinforcing personal and family stability.

Meanwhile, strategic partnerships with Buckinghamshire Fire Service and local authorities strengthened fire safety measures and proactive anti-social behaviour interventions.

Rough Sleeper Initiative – A Transformative Collaboration

Housing Solutions and Bracknell Council's Rough Sleeper Initiative is transforming lives by providing six homes for rough sleepers to live in while rebuilding their futures.

The homes ensure vulnerable individuals have security and safety while benefitting from tailored support.

A dedicated support worker helps residents develop essential life skills, from cooking and cleaning to managing finances, preparing them for independent living after two years.

Recently, our Housing Officers met with residents and saw first hand the remarkable journey from homelessness to self-sufficiency. Their improved confidence and independence highlighted how structured, compassionate support can create lasting positive change.

Through collaborative efforts, this programme continues to provide people with the security and skills they need to regain stability.

Decluttering the Path to Safer Living

A collaborative effort between Housing Solutions and the Royal Borough of Windsor & Maidenhead (RBWM) helped a vulnerable resident reclaim their home and independence.

A retired military veteran had been struggling with severe hoarding, making their living space unsafe and unmanageable. Our Housing Officer, alongside RBWM's social work team, built trust with the resident over time, ensuring their needs were met while respecting his autonomy.

A structured decluttering plan was set and during a stay in hospital the resident agreed to have their living areas cleared, paving the way for a safer and more comfortable homecoming.

The final phase saw the bedroom transformed with a fresh clean-up and a new bed, marking the completion of a life-changing intervention. This partnership highlights the power of collaborative solutions to support vulnerable individuals and ensure safe, dignified living conditions.

Our value for money metrics

Value for money metrics

We are making sure our services offer value for money is both a regulatory and organisational necessity. Well-run services are resilient and sustainable, which means they will continue enhancing the lives of residents long into the future.

At a time of rising costs, it's also imperative that we deliver more for less, so that residents receive a brilliant service at a price they can afford. Our Corporate Strategy targets 90% resident satisfaction with the value for money of our services, to date we have reached 81.1%.

The regulatory framework published by the Regulator of Social Housing includes specific requirements for registered providers to publish evidence in the statutory accounts to enable stakeholders to understand the providers':

1. Performance against its own value for money targets and any metrics set out by the Regulator, and how that performance compares to peers.
2. Measurable plans to address any areas of underperformance, including clearly stating areas where improvement would not be appropriate and the rationale for this.

Our performance against each of the metrics set out by the Regulator, and those of our peers, is set out below:

	Regulator of Social Housing Value for Money Metrics	Housing Solutions 2023/24	Housing Solutions 2024/25	Peer Middle Quartile 2023/24	Sector Middle Quartile 2023/24
1	Reinvestment %	1.71%	2.07%	7.3%	7.8%
2	New Supply Delivered (Social Housing Units)	0.25%	0.67%	2.07%	1.48%
3	Gearing %	64.8%	63.2%	50.0%	46.4%
4	EBITDA MRI %	128.5%	132.5%	130.5%	123.7%
5a	Headline Social Housing Cost Per Unit (Excl. depreciation and planned maintenance)	£3,676	£4,068	–	–
5b	Headline Social Housing Cost Per Unit	£4,965	£5,402	£5,486	£5,094
6a	Operating Margin % (SHL only)	35.6%	36.5%	23.4%	21.0%
6b	Operating Margin % (overall)	35.2%	36.5%	21.9%	18.9%
7	ROCE %	3.9%	4.5%	2.97%	2.8%

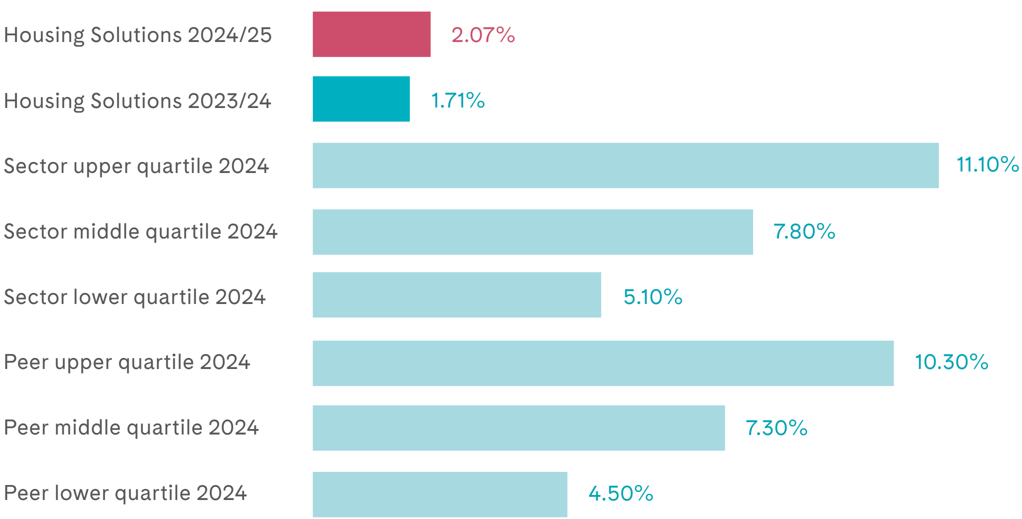
Metric 1
Reinvestment

Housing Solutions invested £5.4m in new homes and a further £5.0m in our existing homes during 2024/25. Our reinvestment metric has improved from the 2023/24 figure of 1.71% to 2.07% but was slightly below our target of 2.7%. In 2025/26 our target is to achieve 3.4% with 2.2% of this from investment in additional properties and 1.2% from investment in our existing homes.

As well as building an additional 43 new homes, we have continued to invest in new components across our existing stock to ensure our homes continue to meet the Decent Homes Standard, including kitchens, bathrooms, heating upgrades and fire safety. This investment will continue into 2025/26 with another £5.9m committed for component replacements and works to improve the energy efficiency of our homes.

Our business plan allows for this investment to continue over the next five years to ensure our homes are maintained to a level that protects our assets and residents.

Reinvestment (%)



£5.4m

invested in new homes during 2024/25

£5m

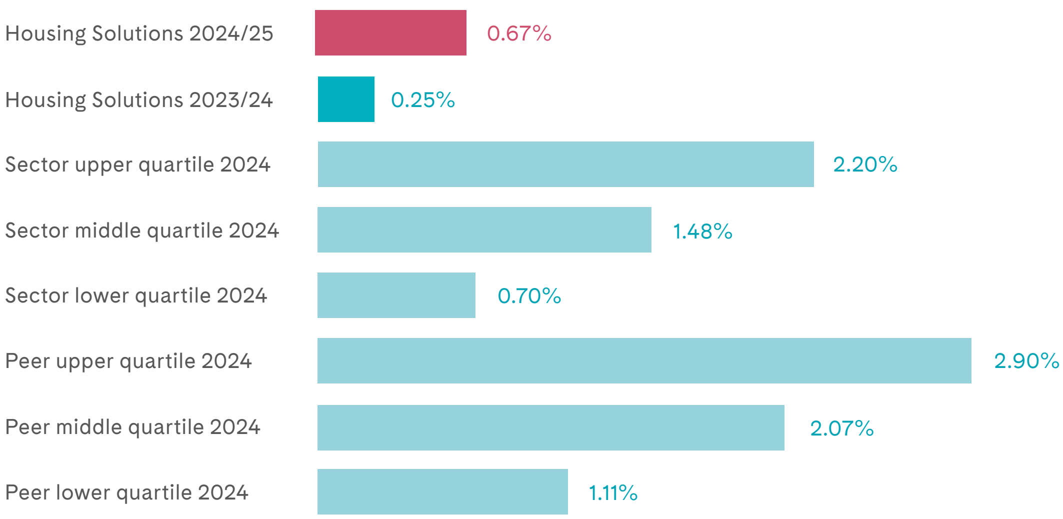
invested in our existing homes during 2024/25

Metric 2
New units delivered

We delivered 43 new homes and invested £5.4m in 2024/25, which was an increase on the 16 new homes delivered in 2023/24. As part of our approved budget for 2025/26 we are aiming to develop 29 new homes through a mixture of section 106 opportunities and direct purchase of properties via our partnership with the Royal Borough of Windsor & Maidenhead. Our business plan shows growth in our development programme over the next two years to ensure a consistent supply of new housing to the people in the local authorities we support. In 2025/26 our target is to provide a new supply of 0.5%.

We recognise that our local areas are relatively expensive to rent and buy.

New social housing units delivered (%)



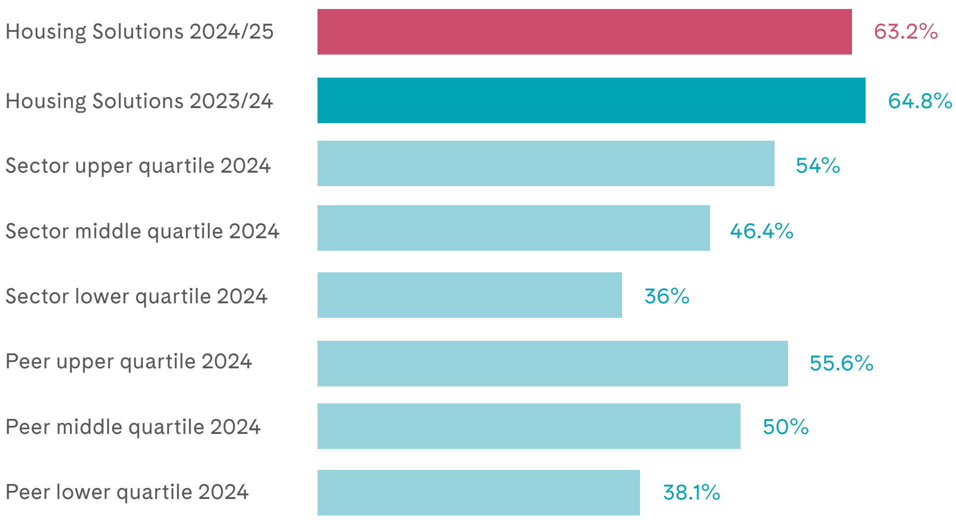
We are committed to continuing to provide social rent and low-cost home ownership housing and are continuing to look at opportunities to develop, both in section 106 opportunities, as well as land-led, and the land we currently own. We will continue to deliver on our Development Strategy, approved by the Board in February 2022, which focuses on:

- residents being proud of where they live;
- a sustainable legacy for future generations, minimising the impact on our planet in both construction and occupation;
- well-designed homes that are attractive, affordable, safe, and secure – a place to call home;
- homes that are fully integrated into the communities where they are built; adding value through investment into infrastructure where possible; and
- homes that are fit for purpose today and into the future.

Metric 3
Gearing

Our gearing ratio decreased slightly by 1.6% due to small repayments of loan balances in the year, and we remain well above the sector upper quartile. Housing Solutions originated from a large-scale voluntary transfer (LSVT) from the Royal Borough of Windsor & Maidenhead funded entirely through debt financing, as well as significant initial investment in the properties brought, also financed from debt. Housing Solutions did not adopt deemed value on its housing property assets when a change in accounting standards permitted this. If we had adopted this, we estimate that our gearing would reduce to 59%. This resulted in a relatively high gearing ratio.

Gearing (%)



Our ratio is expected to decrease as we continue to deliver more homes but support this with funding through a small but strategic property disposal programme replacing the disposed empty homes on at least a one-to-one basis. We continue to remain well under the gearing-related loan covenants throughout our 30 year business plan.

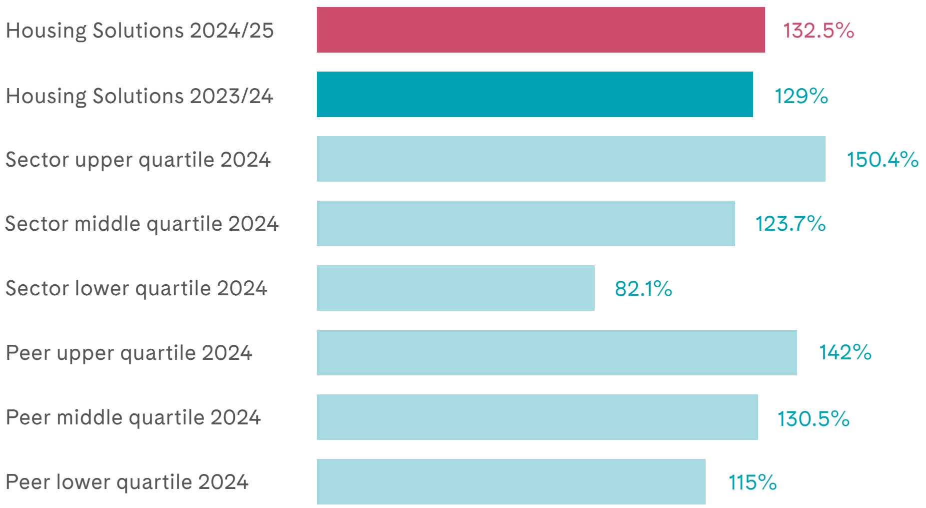
During the year we drew £6m and repaid £11.5m from our loan facilities giving a net loan repayment during 2024/25 of £5.5m. As at 31 March 2025 we had £76.5m undrawn against our £401.7m loan facilities.

Metric 4
EBITDA (MRI)

Our EBITDA-MRI percentage continues to be above the sector average and increased by 4% on the 2023/24 position, which was a year that saw increased focus on damp and mould, fire safety, and responsive repairs expenditure. This metric continues to support our A+ credit rating by S&P and our V1 rating being reaffirmed by our regulator in November 2024.

Our target for 2024/25 was 115%; rescheduled asset investment works and savings generated through procurement activities supported the year end value of 132.5%. For 2025/26 we are again aiming for a metric of 115%, which will include our investment in planned component replacements, expenditure to keep our properties maintained and our residents safe and costs to maintain our external estates.

EBITDA MRI interest cover (%)



Our busy grounds team at work

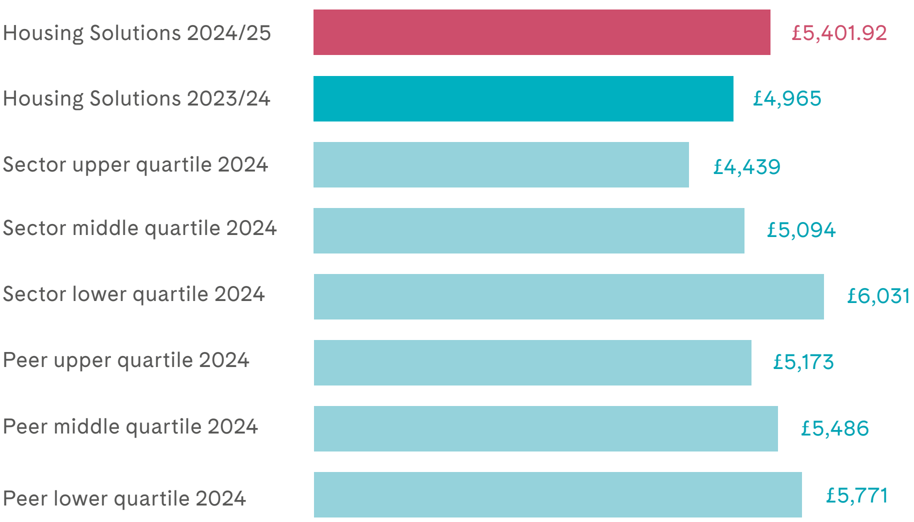
Out and about – Getting to Know You 2025

Metric 5
Headline Social Housing Cost per Unit

Our headline social housing cost per unit continues to be below the median of our peers. The consistent high inflation levels across the economy have impacted all activities that we operate, including management, maintenance and supply chain costs – where supplier inflation has been higher than the general inflation rate. We also experienced extraordinary increases in our insurance overheads, an issue that has impacted the sector heavily since the pandemic.

Because of this, our cost per unit has increased by 8.6% since 2023/24. Our target for the year was £5,601 and although the final year value of £5,402 is below this number, this is mainly due to the deferral of some asset management investment into 2025/26. The budgeted cost per unit for the new year is £5,999 and includes increased investment in fire safety works, continued planned maintenance expenditure and an increase in our responsive repairs budget, to ensure we continue to provide a first class repairs service.

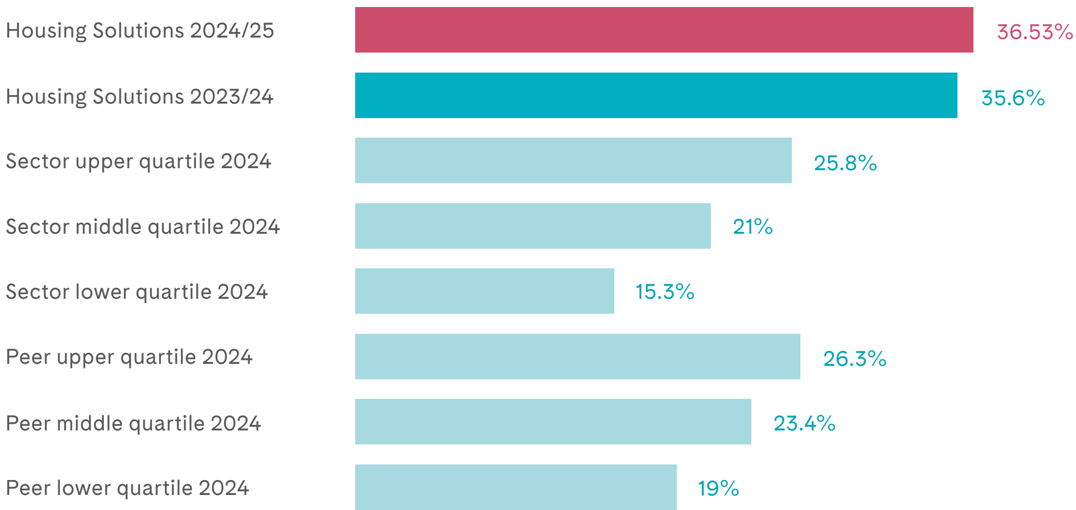
Social housing cost per unit (£)



Metric 6
Operating margins

We split our operating margins up to separate the results of all our activities from those associated with our social housing lettings. The former includes all property sales and non-social housing activities which are used to subsidise our social housing activities, whether these be commercial activities such as letting offices, or through our market rented properties.

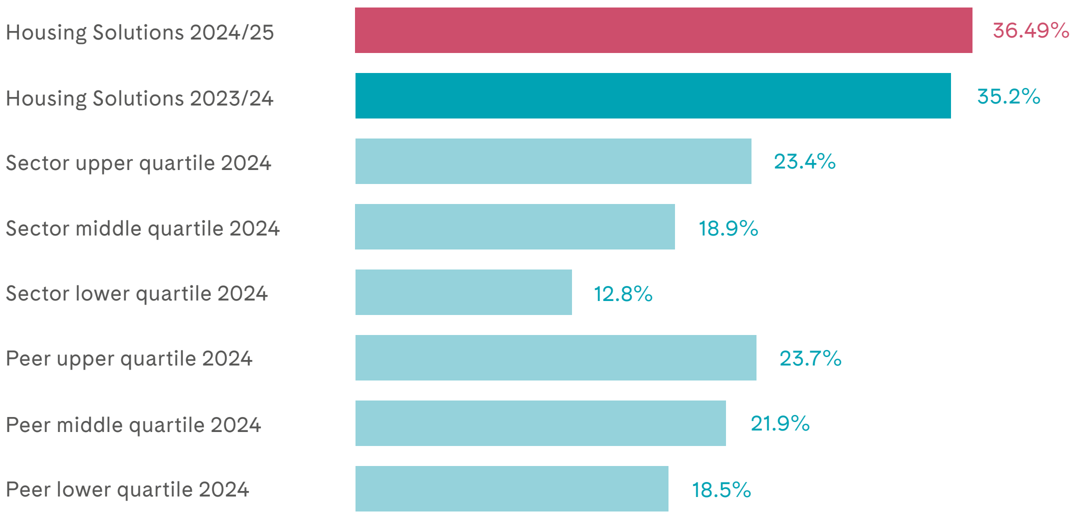
Operating margins (social housing lettings only) (%)



Despite our cost per unit increasing, our operating margin (social housing lettings) has improved by 0.9% compared to 2023/24. This demonstrates our operating efficiency compared to both the sector and our peer set for 2024. We control our cost base and seek value for money across our operations, generating almost £1m of value for money savings in 2024/25 that we plan to continue into 2025/26.

Partnering across sectors to deliver excellence

Operating margins (overall) (%)

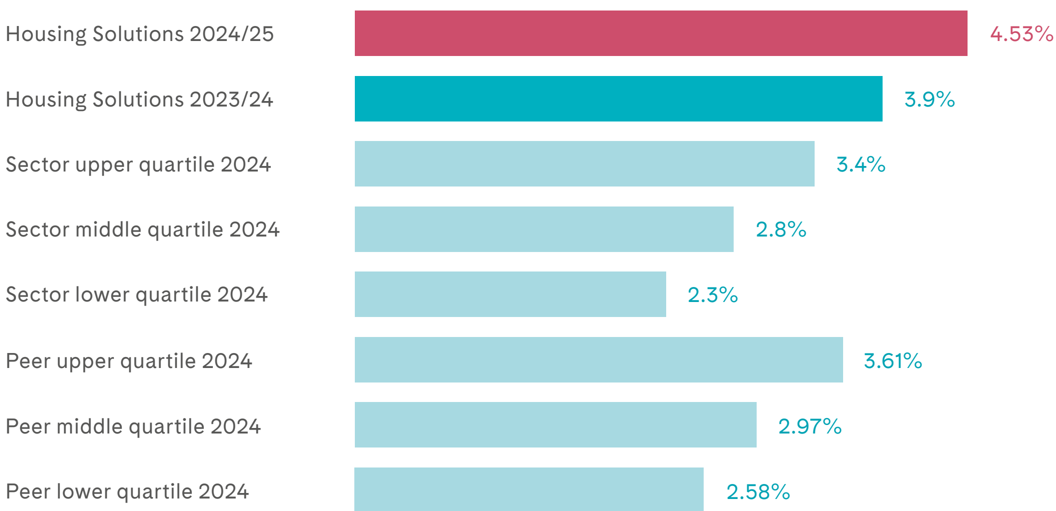


We maintained a strong overall margin which includes the sale of the first tranche of shared ownership properties, and the increase in social housing letting margin has resulted in a 1.3% increase in our overall operating margin, which is in line with the target set for 2024/25 (between 35% and 37%). For 2025/26 our budget is forecast to achieve a margin of 36.2%.

Metric 7
Return on Capital Employed

The Return On Capital Employed (ROCE) reflects the operating surplus as a percentage of total assets less current liabilities. Our result of 4.5% compares to a budgeted ROCE figure of 4.3%. The minor increase in ROCE directly reflects that already mentioned in the other value for money metrics, being the increase in operating surplus, influenced by relatively higher increase in revenue compared to the increase in operating costs, balanced out partially by the higher cost per unit. Our target ROCE for 2025/26 is 4.6%.

Return on capital employed (%)



Looking ahead to 2025/26 and beyond

As we move into 2025/26 and the final year of our current Corporate Strategy, we are determined to reinforce its core pillars of Safe, Satisfied, and Sustainable. We've made good progress across our objectives in 2024/25, but we want to drive even greater impact in the years ahead.

Further integration of automated compliance systems will streamline operations and improve efficiency as we work to deliver safer homes, while the improvements we've made in Anti-Social Behaviour (ASB) management will be reinforced through expanded interventions and resident engagement initiatives.

Making deeper improvements to the repairs experience is a crucial goal. Emergency and urgent repairs consistently exceeded targets, but routine repairs completions fell short, as did damp and mould remedial work. This highlights the need for faster processes, better scheduling, and increased workforce capacity.

Strengthening access to digital services is also on our agenda. We are proud that many of our services are available online, we'll now redouble our efforts to increase the number of residents using them.

On the sustainability front, we'll continue to prioritise our financial stability and the financial security of our residents. We are also focused on enhancing the energy-efficiency of our existing stock and plan to complete 54 high quality new homes over the coming years.

By continuing to raise standards across our homes and services, we aim to hit our five-year strategy targets in 2025/26, while laying the foundations for a new Corporate Strategy that will take us, and our communities, from strength to strength.

One team, one mission

Managing risks

We continue to face a changing risk environment and a set of challenges which could constrain our ability to meet our corporate objectives over the next 12 months. However, we constantly assess evolving risks, as well as the controls and processes we have in place to limit their impact, including against the Regulator of Social Housing's annual Sector Risk Profile.

The Board and Audit & Risk Committee regularly review, assess and track uncertainties and threats in the context of our operating environment as part of a holistic review of the organisation's strengths and weaknesses to ensure effective governance, stability and growth. This includes an 'emerging risks register' of developing threats to the organisation having the potential to impact our operating environment, such as: Artificial Intelligence (AI) and broader geo-political risk factors. These emerging risks are reported to the Executive Team monthly, and to the Audit and Risk Committee (ARC) and Board quarterly. All internal controls and mitigations are kept under robust review to mitigate our known risks.

The Board's risk appetite statement is central to our risk culture, guiding decision-making and balancing competing priorities. The statement was reviewed and updated by the Board, together with external analysis using the PESTLE framework, in May 2025, to ensure it continues to support the identification of appropriate controls and mitigations for the organisation's live risks. The updated statement reflects a slight shift from a previously 'risk-averse' stance to a more 'cautious' and 'balanced 'approach, aligning with our evolving strategic objectives and governance practices.

Stronger together – at Trenchard Road, Maidenhead

Housing Solutions has identified the following primary risks to achieving the organisation's key corporate objectives and has action plans in place to reduce them. At the end of the financial year these were:

	Risk	Challenges	Management and mitigation
1	Fire safety risks – including care home compartmentation and ventilation, as well as defects in external wall materials requiring remediation	• fire safety legislation • resource requirements • occupied nature of care homes, requiring complex project management • Existence of multi-party relationships requiring stakeholder management	• retention of Savills as specialist fire safety advisors • regular tenancy audits and resident vulnerability reviews • waking watch presence and installation of temporary alarm systems as required • sprinkler system installations in loft spaces • enhanced on-site presence • zero tolerance policy to communal areas • enhanced resident engagement, communication and partnership working with care providers • enhanced colleague training • regular Fire Risk Assessments • ongoing programme of remediation works to the care homes (including new ventilation systems), in close liaison with care providers, supported by dedicated Housing Solutions project lead • comprehensive understanding of stock condition • Enhanced stakeholder liaison • Stakeholder responsibility matrix/planning • individualised, discrete risk scoring and management
2	Build-up of investment works/ backlog of works	• backlog of component replacement works due to significant investment in fire safety	• budgeted programme of comprehensive catch-up component replacement works • rolling programme of stock condition surveys (majority last 3-years), supporting a known stock position • comprehensive repairs profiling and budget management • business plan stress and scenario-testing • internal audit programme • procurement plan/policy
3	Potential unknown building defects	• changing building safety requirements • historic build quality issues	• rolling programme of stock condition surveys (majority last three years) • warranties provided for all new properties • 100% compliance with Decent Homes Standards • building insurance cover • quality property archetype data
4	Compromised cyber security	• growing threats from cyberattack, malware or virus • major failure of hosted server(s) • data security/GDPR breach	• Cyber Essentials Plus accreditation • Cyber insurance in place • tested disaster recovery plan and system backups • annual penetration testing • mandatory colleague training

	Risk	Challenges	Management and mitigation
5	Failure to deliver value for money (including in care homes)	• increased costs and budgetary constraints • supply chain shrinkage • pressure on planned works and component replacement • service charge affordability	• working to annual procurement plan overseen by the Board • value for money strategy refresh supported by savings tracker • fixed price arrangements in place for communal utilities • strengthened internal audit programme
6	Residents' homes not suitable for their needs	• pressure on supply • over-occupancy • anti-social behaviour/ perception • ageing resident population	• clear, compliant lettings policies and processes • close working with local authority partners around nominations and suitability • right-sizing and adaptations policies • organisation-wide complex case reviews • complex case management process
7	Failure to tailor services to the diverse needs of residents	• challenges in maintaining resident demographics data, impacting quality of analysis and reporting, whilst complying with GDPR • limitations placed on service delivery	• regular reporting on data gaps supported by tenancy audit • automated systems flags • effective complaints resolution and resident awareness • regular resident engagement groups • multi-agency working • automated flags/alerts in Housing systems
8	Fall in overall resident satisfaction/ perception of Housing Solutions	• increased pressure on repairs service • anti-social behaviour • increased regulatory and ombudsman standards • constraints on resources	• business plan to expand our in-house repairs team • effective complaints resolution and resident awareness and lessons learned toolkit • new sentiment monitoring • regular customer experience and complaints reports to the Board • improved contractor management
9	Poor financial control/ forecasting	• Rising costs • Interest rate volatility • Rent capping constraining budgets • Shrinkage in supply chain	• Ongoing stress-testing of the Business Plan • enhanced financial management and cost control • improved contractor management • budgetary controls

External auditors

Crowe UK LLP were reappointed during the year, and the Group has a contract with them until 2028.

The report of the Board was approved by the Board on 16 July 2025 and signed on its behalf by:

Elizabeth J Padmore – Chairman

Independent Auditor's Report

Independent Auditor's Report to the Members of Housing Solutions

Opinion

We have audited the financial statements of Housing Solutions (the "Association") and its subsidiaries (the "Group") for the year ended 31 March 2025 which comprise the consolidated and Association Statement of Comprehensive Income, the consolidated and Association Balance Sheets, the consolidated and Association Statement of Changes in Reserves, the consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and Association's affairs as at 31 March 2025 and the Group and Association's surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014, the Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing from April 2022.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Board's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or Association'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.

Our responsibilities and the responsibilities of the Board with respect to going concern are described in the relevant sections of this report.

Other information

The Board is responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Co-operative and Community Benefit Societies Act 2014 or the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the group; or
- a satisfactory system of controls over transactions has not been maintained; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the Board

As explained more fully in the Board's responsibilities statement set out on page 20, the Board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the Group's and Association'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 Board either intends to liquidate the Group or Association or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our 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 an auditor's report that includes our 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our 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 our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the Trust operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements such as the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 (and related Directions and regulations) and other laws and regulations application to a registered social housing provider in England together with the Housing SORP. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statements items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the Housing Solutions Group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the group for fraud. The laws and regulations we considered in this context for the UK operations were Standards set by the Regulator of Social Housing, General Data Protection Regulation, employment legislation, building safety and health and safety legislation.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of certain types of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit, and the Audit and Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Regulator, designing audit procedures over the timing of income and reading minutes of meetings of those charged with governance.

In accordance with International Auditing Standards, we planned our audit so that we have a reasonable expectation of detecting material misstatements in the financial statements or accounting records including any material misstatements resulting from fraud, error or non-compliance with law or regulations.

However, owing to the inherent limitations of an audit, there is an unavoidable risk that some material misstatements of the financial statements may not be detected even though the audit is properly planned and performed in accordance with the ISAs (UK). No internal control structure, no matter how effective, can eliminate the possibility that errors or irregularities may occur and remain undetected. In addition, because we use selective testing in our audit, we cannot guarantee that errors or irregularities, if present, will be detected. Accordingly, our audit should not be relied upon to disclose all such misstatements or frauds, errors or instances of non-compliance as may exist.

Use of our report

This report is made solely to the Association's members as a body in accordance with the Co-operative and Community Benefit Societies Act 2014 and the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the Association's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Association and the Association's members as a body, for our audit work, for this report, or for the opinions we have formed.

Crowe U.K. LLP
Statutory Auditor
55 Ludgate Hill
London
EC4M 7JW

	Note	Group 2025 £000	Group 2024 £000	Association 2025 £000	Association 2024 £000
Turnover	3	61,177	56,843	61,019	56,650
Cost of sales	3	(2,059)	(1,486)	(1,970)	(1,398)
Gain on disposal of assets	3	1,173	302	1,173	302
Operating costs	3	(36,794)	(35,354)	(36,708)	(35,242)
Operating surplus	**3**	**23,497**	**20,305**	**23,514**	**20,312**
Interest receivable and other income	9	232	220	250	249
Interest payable and financing costs	10	(17,482)	(17,627)	(17,482)	(17,627)
Movement in fair value of investment properties	14	(601)	227	(601)	227
Surplus on ordinary activities before taxation		**5,646**	**3,125**	**5,681**	**3,161**
Tax on surplus on ordinary activities	11	–	–	–	–
Surplus for the year		**5,646**	**3,125**	**5,681**	**3,161**
Actuarial gain/(loss) on defined benefit pension scheme		–	2,547	–	2,547
Total comprehensive income for the year		**5,646**	**5,672**	**5,681**	**5,708**

All of the Group and Association's turnover and surplus disclosed above are derived from continuing activities.

The financial statements were approved and signed and authorised for issue by the Board of Management on 16 July 2025 and are signed on its behalf by:

Chairman – Elizabeth J Padmore

Board Member – Orla Gallagher

Company Secretary – Mary Swaine

The accompanying accounting policies and notes on pages 72 to 99 form an integral part of the financial statements.

Group

	Share Capital £000	Revenue Reserve £000	Total £000
Balance as at 1 April 2023	-	120,519	120,519
Total comprehensive income for the year	-	5,672	5,672
Balance at 31 March 2024	–	**126,191**	**126,191**
Total comprehensive income for the year	–	5,646	5,646
Balance at 31 March 2025	**–**	**131,837**	**131,837**

Association

	Share Capital £000	Revenue Reserve £000	Total £000
Balance as at 1 April 2023	–	120,377	120,377
Total comprehensive income for the year	–	5,708	5,708
Balance at 31 March 2024	–	**126,085**	**126,085**
Total comprehensive income for the year	–	5,681	5,681
Balance at 31 March 2025	**–**	**131,766**	**131,766**

The accompanying accounting policies and notes on pages 72 to 99 form an integral part of the financial statements.

	Note	2025 £000	2024 £000
Fixed Assets			
Tangible Fixed Assets (housing properties)	12a	501,467	497,292
Tangible Fixed Assets (other)	12b	7,678	7,477
Intangible Fixed Assets	13	1,202	1,347
Investment properties	14	15,169	16,320
Investments	15/16	–	–
		525,516	522,436
Current Assets			
Properties for sale	17	864	1,995
Debtors	18	3,859	4,378
Cash and cash equivalents		8,114	8,296
		12,837	14,669
Creditors: amounts falling due within one year	19	(19,128)	(18,293)
Net current liabilities		(6,291)	(3,624)
Total assets less current liabilities		**519,225**	**518,812**
Creditors: amounts falling due after more than one year	21	(387,388)	(392,621)
Total net assets		**131,837**	**126,191**
Capital and reserves			
Called-up non-equity share capital	24	–	–
Revenue reserve		131,837	126,191
Total reserves		**131,837**	**126,191**

The financial statements were approved and authorised for issue by the Board of Management on 16 July 2025 and are signed on its behalf by:

Chairman – Elizabeth J Padmore

Board Member – Orla Gallagher

Company Secretary – Mary Swaine

The accompanying accounting policies and notes on pages 72 to 99 form an integral part of the financial statements.

	Note	2025 £000	2024 £000
Tangible Fixed Assets			
Tangible Fixed Assets (housing properties)	12a	501,708	497,533
Tangible Fixed Assets (other)	12b	6,782	6,501
Intangible Fixed Assets	13	1,202	1,347
Investment properties	14	15,169	16,320
Investments	15/16	50	50
		524,911	521,751
Current Assets			
Properties for sale	17	864	1,995
Debtors	18	4,473	5,025
Cash and cash equivalents		8,048	8,264
		13,385	15,284
Creditors: amounts falling due within one year	19	(19,142)	(18,329)
Net current (liabilities)/assets		(5,757)	(3,045)
Total assets less current liabilities		**519,154**	**518,706**
Creditors: amounts falling due after more than one year	21	(387,388)	(392,621)
Total net assets		**131,766**	**126,085**
Capital and reserves			
Called-up non-equity share capital	24	–	–
Revenue reserve		131,766	126,085
Total reserves		**131,766**	**126,085**

The financial statements were approved and authorised for issue by the Board of Management on 16 July 2025 and are signed on its behalf by:

The accompanying accounting policies and notes on pages 72 to 99 form an integral part of the financial statements.

Elizabeth J. Padmore

Chairman – Elizabeth J Padmore

Board Member – Orla Gallagher

Mary Swaine

Company Secretary – Mary Swaine

	Note	2025 £000	2024 £000
Net cash generated from operating activities	27	32,780	22,763
Cash flow from investing activities			
Purchase of tangible fixed assets		(10,210)	(9,292)
Grants received		–	100
Interest received		232	220
		(9,978)	(8,972)
Cash flow from financing activities			
Interest paid		(17,542)	(17,499)
New secured loans		6,000	50,000
Repayment of borrowings		(11,442)	(47,402)
		(22,984)	(14,901)
Net decrease in cash and cash equivalents		**(182)**	**(1,110)**
Cash and cash equivalents at the beginning of the year		**8,296**	**9,406**
Cash and cash equivalents at the end of the year		**8,114**	**8,296**

The accompanying accounting policies and notes on pages 72 to 99 form an integral part of the financial statements.

Larchfeld Primary School, Maidenhead – celebrating 30 years of Housing Solutions


Congratulations

Notes to the financial statements

1.0 Legal Status

The Association is registered in England under the Co-operative and Community Benefit Societies Act 2014 and is registered with the Regulator of Social Housing as a housing provider. The registered office is shown on page 7.

2.0 Accounting policies

2.1 Basis of accounting

The financial statements of the Group and Association are prepared on a historical cost basis adjusted for the fair value of investment properties in accordance with UK Generally Accepted Accounting Practice (UK GAAP) including Financial Reporting Standard 102 (FRS 102) and the Housing SORP 2018: Statement of recommended Practice for Registered Social Housing Providers and comply with the Accounting Direction for Private Registered Providers of Social Housing 2022.

As a Public Benefit Entity, The Group has applied the 'PBE' prefixed paragraphs of FRS 102.

The financial statements are presented in Sterling (£).

2.2 Basis of consolidation

The consolidated financial statements incorporate the results of Housing Solutions and all of its subsidiary undertakings as at 31 March 2025 on a line-by-line basis. All intra-group balances, transactions, income and expenses are eliminated in full on consolidation.

The consolidated financial statements incorporate the financial statements of the Association and entities (including special purpose entities) controlled by the Group. Control is achieved where the Group has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

Investments in subsidiaries are accounted for at cost less impairment in the Association financial statements.

2.3 Going concern

The Board reviewed the long-term Business Plan on 21 May 2025. This included stress-testing against key variables such as rent levels, inflation assumptions, asset investment requirements, and ongoing commitments to fire safety. A range of scenarios were considered to assess resilience and ensure that financial forecasts are based on reasonable and appropriate assumptions.

The Board continues to work closely with the Executive team to monitor performance and risk, and remains committed to engaging with residents and stakeholders to deliver high-quality, solution-focused services.

Given the strength of the Statement of Financial Position, alongside access to sufficient liquidity through undrawn loan facilities, the Board is confident in Housing Solutions' ongoing financial viability. Accordingly, the Board considers it appropriate for the financial statements to be prepared on a going concern basis, in compliance with regulatory expectations.

2.4 Turnover and revenue recognition

Turnover comprises of rental income receivable in the year, income from shared ownership first tranche sales, and other services. These are included at the invoiced value (excluding VAT where recoverable) of goods and services supplied in the year and grants receivable in the year.

Rental income is recognised from the point when properties under development reach practical completion or otherwise become available for letting, net of any voids.

Income from first tranche sales and sales of properties built for sale is recognised at the point of legal completion of the sale. For staircasing disposals and open-market disposals income is recognised upon legal completion of the sale.

Service charge income is recognised on an accrual's basis. The Association has adopted the variable method for calculating service charges. The income in the year will include the surplus or deficit from prior years but does not include any under- or over-recovery for 2024/25 due to having been assessed as not being material. Residents with a prior year surplus receive a reduced charge for the year, whilst a prior year deficit is recovered from residents through a higher charge.

2.5 Taxation

The Association has charitable status for tax purposes and is therefore exempt from paying corporation tax on its charitable activities. Non charitable activities are undertaken by the subsidiaries and qualifying charitable donations are made from the subsidiaries to the Association (the parent) from their profits.

Current tax is recognised for the amount of income tax payable in respect of the taxable surplus for the current or past reporting periods using the tax rates and laws that have been enacted or substantively enacted by the reporting date.

Deferred taxation

Deferred tax is recognised in respect of all timing differences at the reporting date, except as otherwise indicated.

Deferred tax assets are only recognised to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. If, and when, all conditions for retaining tax allowances for the cost of a fixed asset have been met, the deferred tax is reversed. Deferred tax is recognised when income or expenses from a subsidiary or associate have been recognised and will be assessed for tax in a future period, except where the Group is able to control the reversal of the timing difference and it is probable that the timing difference will not reverse in the foreseeable future.

Deferred tax is calculated using the tax rates and laws that have been enacted or substantively enacted by the reporting date that are expected to apply to the reversal of the timing difference.

Value Added Tax

The Group charges Value Added Tax (VAT) on some of its income and is able to recover part of the VAT it incurs on expenditure. The financial statements include VAT to the extent that it is suffered by the Group and not recoverable from HM Revenue and Customs. The balance of VAT payable or recoverable at the year-end is included as a current liability or current asset.

2.6 Financial instruments

All financial instruments are judged to be basic financial instruments as defined in Section 11 of FRS 102. The indexed linked loan is accounted for under the amortised cost model whereas the other loans are at cost, as there is not any material difference between the historic cost and amortised cost for these loans.

2.7 Debtors

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at transaction price, net of transaction costs, and are measured subsequently at amortised cost using the effective interest rate method, less any impairment.

Where deferral of payment terms has been agreed at below market rate, and where material, the balance is shown at the present value, discounted at a market rate.

2.8 Creditors

Short term trade creditors are measured at the transaction price. Other financial liabilities, including bank, local authority, and other loans, are measured initially at transaction price, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

2.9 Employee Benefits

Short-term employee benefits and contributions to defined contribution plans are recognised as an expense in the period in which they are incurred.

2.10 Pensions

The Group participates in a defined contribution scheme operated by Scottish Widows.

The Scottish Widows scheme is accounted for as a defined contribution plan. The charge to income and expenditure represents the employer contribution payable to the scheme for the accounting period.

2.11 Housing Properties

Housing properties are properties held for the provision of social housing or to otherwise provide social benefit. Housing properties are principally properties available for rent and are stated at cost less accumulated depreciation.

Housing properties under construction are stated at cost and are not depreciated. Cost includes the cost of acquiring land and buildings, development costs, interest charges incurred during the development period, and expenditure incurred in respect of improvements.

Works to existing properties, which replace a component that has been treated separately for depreciation purposes, along with those works that result in an increase in net rental income over the lives of the properties thereby enhancing the economic benefits of the assets, are capitalised as improvements.

Depreciation of housing properties

The Group separately identifies the major components, which comprise its housing properties, and charges depreciation, so as to write-down the cost of each component to its estimated residual value, on a straight-line basis, over its estimated useful economic life. Land is not depreciated.

The Group depreciates the major components of its housing properties at the following annual rates:

	% pa	Number of years
Structure	1.0	100
Roofs	1.3	75
Bathrooms	3.3	30
Kitchens	5.0	20
Windows and doors	3.3	30
Heating source	6.7	15
Heating distribution	3.3	30
Rewiring	3.3	30
Communal assets	6.7	15
Lifts	4.0	25

Impairment

Annually, housing properties are assessed for impairment indicators. Where indicators are identified, an assessment for impairment is undertaken comparing the carrying amount of the cash generating unit (CGU) to its recoverable amount. Where the carrying amount of a CGU is deemed to exceed its recoverable amount, the CGU is written down to its recoverable amount. This is likely to be the value in use of the CGU based on its service potential. The resulting impairment loss is recognised as expenditure in the Statement of Comprehensive Income. Where a CGU is currently deemed not to be providing service potential to the Association, its recoverable amount is its fair value less costs to sell.

Social Housing Grant and other government grants

Government grants include grants receivable from Homes England, local authorities, and other government organisations for the development of housing properties. The amount of grant received is included in Deferred Capital Grants and recognised within turnover over the estimated useful economic life of the associated components.

Grants due from government organisations or received in advance are included as current assets or liabilities.

Government grants received for housing properties are subordinated to the repayment of loans by agreement with the Homes England. Government grants released on sale of a property may be repayable but are normally available to be recycled and are credited to a Recycled Capital Grant Fund and included in the Statement of Financial Position in creditors.

If there is no requirement to recycle or repay the grant on disposal of the asset, any unamortised grant remaining within creditors is released and recognised as income within the Statement of Comprehensive Income.

Other grants

Grants received from non-government sources are recognised using the performance model. A grant which does not impose specified future performance conditions is recognised as revenue when the grant proceeds are received or receivable. A grant that imposes specified future performance-related conditions on the Association is recognised only when these conditions are met. A grant received before the revenue recognition criteria are satisfied is recognised as a liability.

Properties for sale

Shared ownership first tranche sales, completed properties for outright sale, and property under construction are valued at the lower of cost and net realisable value. Cost comprises of materials, direct labour, and direct development overheads. Net realisable value is based on the estimated sales price after allowing for all further costs of completion and disposal.

Capitalisation of Interest

Interest is capitalised on borrowings to finance developments to the extent that it accrues in respect of the earlier of the acquisition date or start of site date of development if it represents either:

- interest on borrowings specifically financing the development programme after deduction of social housing grant received in advance; or
- a fair amount of interest on borrowings of the Association as a whole after deduction of social housing grant received in advance to the extent that they can be deemed to be financing the development programme.

The capitalisation rate is determined by the weighted average cost of capital on our drawn debt portfolio. Other interest payable is charged to the Statement of Comprehensive Income in the year.

2.13 Investment properties

Investment properties consist of commercial properties and other properties not held for social benefit. Investment properties are measured at cost on initial recognition and subsequently at fair value as at the year end, with changes in fair value recognised within the Statement of Comprehensive Income.

2.14 Other tangible fixed assets

Other tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is provided evenly on the cost of other tangible fixed assets to write them down to their estimated residual values over their expected useful lives. No depreciation is provided on freehold land. The principal annual rates used for other assets are:

Other freehold property	100 years
Free/Leasehold premises' improvements	21 years
Furniture and equipment	5 years
Computer equipment	5 years
Plant and machinery	25 years

Gains or losses arising on the disposal of other tangible fixed assets are determined as the difference between the disposal proceeds and the carrying amount of the assets and are recognised as part of the surplus/deficit for the year.

2.15 Intangible assets

Intangible assets are measured at cost less accumulated amortisation.

Amortisation is provided evenly on the cost of intangible assets to write them down to their estimated residual values over their expected useful lives. The principal annual rate used for intangible assets is:

Computer software	5 years

2.16 Leases

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership of the leased asset to the Group. All other leases are classified as operating leases.

Rentals payable under operating leases are charged to the Statement of Comprehensive Income account on a straight-line basis over the lease term, unless the rental payments are structured to increase in line with expected general inflation, in which case the Group recognises annual rent expense equal to amounts owed to the lessor. The aggregate benefit of lease incentives is recognised as a reduction to the expense recognised over the lease term on a straight-line basis.

2.17 Significant judgements and estimates

In preparing these financial statements, key judgements have been made in respect of the following:

Impairment of assets

Section 2.11 highlighted that an impairment review was undertaken, and it was concluded that there was no impairment of assets during the year.

Classification of properties

The categorisation of housing properties as investment properties or property, plant and equipment is based on the intended use of the asset.

Classification of financial instruments

The classification of financial instruments as “Basic” or “Other” is based on the contractual terms for each instrument. Management has judged all instruments to be Basic.

Provisions

A provision is required when there's a present obligation to a third party that has arisen from a past event, and it's probable that settling the obligation will require an outflow of economic benefits, and the amount can be reliably estimated. If a company anticipates a future cost due to a past action, and it's likely to happen and can be reasonably calculated, then a provision should be made. Management judges whether a present obligation exists and how reliable the estimate is.

Properties developed for sale

Properties developed for sale are held at the lower of cost and net realisable value. Net realisable value is based on the estimated selling price less selling costs. Estimated selling prices were provided by external valuers and by reference to actual selling prices for completed developments. For schemes under construction the estimated costs to completion are based on approved budgets and forecasts.

Estimation uncertainty

Information about estimates and assumptions that have the most significant effect on recognition and measurement of assets, liabilities, income, and expenses is provided. Actual results may be substantially different.

Valuation of investment properties

Management reviews its valuation of investment properties at each reporting date, based on either formal valuation reports or an update to those reports based on market conditions and other changes to assumptions. Uncertainties in these estimates relate to the discount rate, the cost of property maintenance, and future cash flows. Valued investment properties totalled £15.2m at the year end.

Useful lives of depreciable assets

Management reviews its estimate of the useful lives of depreciable assets at each reporting date, based on the expected utility of the assets. Uncertainties in these estimates relate to technological obsolescence that may change the utility of certain software and IT equipment and changes to Decent Homes standards which may require more frequent replacement of key components.

3
Particulars of turnover, cost of sales, operating costs and operating surplus

Group

	2025 Turnover £000	2025 Cost of sales £000	2025 Operating expenditure £000	2025 Gain on disposal £000	2025 Operating surplus £000
Social housing lettings	56,438	-	(35,823)	-	20,615
Other social housing activities					
Shared ownership 1st tranche sales	2,437	(1,970)	-	-	467
	58,875	**(1,970)**	**(35,823)**	**-**	**21,082**
Activities other than social housing (Note 3b)	2,302	(89)	(971)	-	1,242
Gain on disposal of housing properties (Note 8)	–	–	–	1,173	1,173
Total	**61,177**	**(2,059)**	**(36,794)**	**1,173**	**23,497**

	2024 Turnover £000	2024 Cost of sales £000	2024 Operating expenditure £000	2024 Gain on disposal £000	2024 Operating surplus £000
Social housing lettings	52,746	–	(33,963)	–	18,783
Other social housing activities					
Shared ownership 1st tranche sales	1,499	(1,398)	–	–	101
	54,245	**(1,398)**	**(33,963)**	**–**	**18,884**
Activities other than social housing (Note 3b)	2,598	(88)	(1,391)	–	1,119
Gain on disposal of housing properties (Note 8)	–	–	–	302	302
Total	**56,843**	**(1,486)**	**(35,354)**	**302**	**20,305**

Association

	2025 Turnover £000	2025 Cost of sales £000	2025 Operating expenditure £000	2025 Gain on disposal £000	2025 Operating surplus £000
Social housing lettings	56,438	–	(35,823)	–	20,615
Other social housing activities					
Shared ownership 1st tranche sales	2,437	(1,970)	–	–	467
	58,875	**(1,970)**	**(35,823)**	**–**	**21,082**
Activities other than social housing (Note 3b)	2,144	–	(885	–	1,259
Gain on disposal of housing properties (Note 8)	–	–	–	1,173	1,173
Total	**61,019**	**(1,970)**	**(36,708)**	**1,173**	**23,514**

	2024 Turnover £000	2024 Cost of sales £000	2024 Operating expenditure £000	2024 Gain on disposal £000	2024 Operating surplus £000
Social housing lettings	52,746	–	(33,963)	–	18,783
Other social housing activities					
Shared ownership 1st tranche sales	1,499	(1,398)	–	–	101
	54,245	**(1,398)**	**(33,963)**	**–**	**18,884**
Activities other than social housing (Note 3b)	2,405	–	(1,279)	–	1,126
Gain on disposal of housing properties (Note 8)	–	–	–	302	302
Total	**56,650**	**(1,398)**	**(35,242)**	**302**	**20,312**

Group and Association

	2025						2024
	General needs housing £000	Supported housing and housing for older people £000	Key worker housing £000	Care homes £000	Low cost home ownership £000	Total £000	Total £000
Rent receivable net of identifiable service charges	38,286	4,048	286	5,985	3,251	51,856	48,326
Service charge income	1,303	1,551	-	-	945	3,799	3,646
Amortised government grants	783	-	-	-	-	783	774
Turnover from social housing lettings	**40,372**	**5,599**	**286**	**5,985**	**4,196**	**56,438**	**52,746**
Expenditure							
Management and other operating expenses	10,151	962	50	968	181	12,312	10,914
Service charge costs	2,265	1,309	10	222	330	4,136	4,242
Routine maintenance	3,795	619	12	303	58	4,787	5,277
Planned maintenance	4,501	1,237	22	1,890	172	7,822	7,378
Bad debts	39	3	-	6	-	48	(186)
Depreciation of housing properties	4,864	341	29	701	-	5,935	5,454
Other costs	642	45	4	92	-	783	884
Operating expenditure on social housing lettings	**26,257**	**4,516**	**127**	**4,182**	**741**	**35,823**	**33,963**
Operating surplus on social housing lettings	**14,115**	**1,083**	**159**	**1,803**	**3,455**	**20,615**	**18,783**
Void losses	**255**	**219**	**-**	**-**	**11**	**485**	**433**

3(b) Particulars of activities other than social housing

	Group 2025 £000	Group 2024 £000	Association 2025 £000	Association 2024 £000
Market rent accommodation	990	893	990	893
Rental income from garages	226	239	226	239
External estate and repairs maintenance	587	868	587	868
Feed-in tariff income from PV panels		–		–
Other income	499	598	341	405
	2,302	**2,598**	**2,144**	**2,405**

4 Accommodation in management and development

Group and Association

At the end of the year accommodation in management for each class of accommodation was as follows:

	2024 units	Additions units	Disposals units	Tenure changes units	Other units	2025 units
Social housing						
General needs	3,994	9	(1)	–	–	4,002
Affordable	523	20	–	1	–	544
Supported housing and housing for older people	570	–	–	–	2	572
Low cost home ownership	599	14	(7)	1	–	607
Key worker housing	27	–	–	–	–	27
Residential care homes	697	–	–	–	–	697
Total owned	**6,410**	**43**	**(8)**	**2**	**2**	**6,449**
Total owned and managed	**6,410**	**43**	**(8)**	**2**	**2**	**6,449**
Non-social housing						
Market rent – owned	34	–	–	–	–	34
Temporary accommodation – leased out	2	–	–	(2)	–	–
Total owned and managed	**36**	**–**	**–**	**(2)**	**–**	**34**
Accommodation in development at the year end	**53**	**–**	**–**	**–**	**–**	**19**

5 Key management personnel

The members of the Board received a total remuneration for services provided as Directors of £89,336 (2024- £84,502). The remuneration paid to the Executive Directors of Housing Solutions Group (defined as the Chief Executive, the Director of Finance, the Director of Property & Development, the Director of Service Excellence & Innovation, and the Director of Corporate Services) was:

	2025 £000	2024 £000
Emoluments	693	768
Pension contributions	73	78
	766	**846**
Emoluments (including pension contributions) paid to:		
The highest paid Director (the Chief Executive) base salary	199	188
Pension contributions	24	23
Other non-salary payments	37	32
	260	**243**

The Chief Executive is a member of the direct contribution pension scheme and their pension entitlement is identical to other members of the scheme. Housing Solutions does not contribute to any other pension scheme on behalf of the Chief Executive.

6 Employee information

The average weekly number of full-time equivalent persons (including Directors) (Calculated using a standard 37 hour week):	2025 Number	2024 Number
Office staff	128	108
Caretakers and cleaners	20	18
Building maintenance staff	33	28
	181	**154**

Staff costs (for the above persons):	2025 £000	2024 £000
Wages and salaries	8,863	8,623
Social security costs	912	875
Pension costs – contributions	728	698
	10,503	**10,196**

The full-time equivalent number of staff, including directors, who received emoluments:

The full-time equivalent number of staff, including directors, who received emoluments:	2025 Number	2024 Number
£60,001 to £70,000	9	11
£70,001 to £80,000	9	6
£80,001 to £90,000	1	2
£90,001 to £100,000	4	5
£100,001 to £110,000	2	1
£110,001 to £120,000	3	1
£120,001 to £130,000	–	–
£130,001 to £140,000	–	–
£140,001 to £150,000	–	1
£150,001 to £160,000	1	2
£160,001 to £170,000	1	–
£220,001 to £230,000	–	1
£230,001 to £240,000	1	–

7 Operating surplus

	Group 2025 £000	Group 2024 £000	Association 2025 £000	Association 2024 £000
Operating surplus is stated after charging:				
Depreciation				
– housing properties	5,426	5,334	5,426	5,334
– accelerated depreciation on components	509	120	509	120
– other fixed assets	404	410	324	328
Amortisation of intangible assets	492	467	492	467
Operating lease rentals:				
– hire of motor vehicles	166	166	134	166
– office equipment	13	13	30	13
Auditor's remuneration				
– for audit purposes				
– parent	57	53	57	53
– subsidiaries	13	12	–	–
– Total	**70**	**65**	**57**	**53**
– for non-audit purposes				
– tax compliance	10	7	4	1
Internal auditor's remuneration	96	80	96	80

8 Gain on sale of fixed assets

Group and Association

	Housing properties 2025 £000	Other assets 2025 £000	Housing properties 2024 £000	Other assets 2024 £000
Disposal proceeds	1,987	–	886	–
Cost of sales (administration)	(42)	–	(2)	–
Carrying value of fixed assets	(772)	–	(582)	–
Gain on sale of fixed assets	**1,173**	**–**	**302**	**–**
Grant recycled from disposals	(39)	–	(129)	–

9 Interest receivable

	Group 2025 £000	Group 2024 £000	Association 2025 £000	Association 2024 £000
Intercompany interest receivable	–	–	18	29
Termination gain on loan repayment	–	–	–	–
Interest receivable	232	220	232	220
	232	**220**	**250**	**249**

10 Interest and financing costs

	Group 2025 £000	Group 2024 £000	Association 2025 £000	Association 2024 £000
Loans and bank overdrafts	17,704	17,724	9,022	8,970
Interest payable to Group companies	–	–	8,682	8,754
Interest payable capitalised on housing properties under construction	(222)	(103)	(222)	(103)
Defined benefit pension charge	–	6	–	6
	17,482	**17,627**	**17,482**	**17,627**

11 Tax on surplus on ordinary activities

	Group 2025 £000	Group 2024 £000	Association 2025 £000	Association 2024 £000
Current tax				
UK corporation tax on surplus for the year	–	–	–	–
Adjustments in respect of prior years	–	–	–	–
Total current tax	**–**	**–**	**–**	**–**
Deferred tax				
Net origination and reversal of timing differences	–	–	–	–
Total deferred tax	**–**	**–**	**–**	**–**
Total tax on results on ordinary activities	**–**	**–**	**–**	**–**

Analysis of Charge in Period

The tax assessed for the year is lower than the standard rate of corporation tax in the United Kingdom at 25% (2024: 19%). The differences are explained as follows:

	Group 2025 £000	Group 2024 £000	Association 2025 £000	Association 2024 £000
Total tax reconciliation				
Surplus on ordinary activities before tax – SOCI	5,646	3,125	5,681	3,161
Expected tax at 25% (2024: 19%)	1,412	594	1,420	601
Effects of:				
Income not taxable for tax purposes	(17,781)	(12,575)	(15,610	(10,912)
Expenses not deductible for tax purposes	16,384	11,987	14,190	10,311
Other permanent differences	(21)	(13)	–	–
Remeasurement of deferred tax for changes in tax rates	–	(2)	–	–
Movement in deferred tax not recognised	6	9	–	–
Total tax charge for the period	**–**	**–**	**–**	**–**

12(a) Tangible fixed assets – properties

Group

	Housing properties and mobile homes £000	Housing properties under construction £000	Shared ownership properties £000	Shared ownership properties under construction £000	Total £000
Cost or Valuation at 1 April 2024	**487,867**	**3,591**	**71,144**	**1,291**	**563,893**
Additions	–	3,533	–	1,857	5,390
Completed	5,106	(5,106)	2,471	(2,471)	-
Disposals – Staircasing	–	–	(752)	–	(752)
Disposals – General Needs	(20)	–	–	–	(20)
Disposals – Components	(1,641)	–	–	–	(1,641)
Works to existing properties	4,974	–	23	–	4,997
Transfer to current assets	–	–	56	–	56
Transfer from Investment Properties	221		214		435
At 31 March 2024	**496,507**	**2,018**	**73,156**	**677**	**572,358**
Depreciation at 1 April 2024	(66,601)	–	–	–	(66,601)
Depreciation charged in year	(5,935)	–	–	–	(5,935)
Eliminated on disposal: Components	1,645	–	–	–	1,645
At 31 March 2025	**(70,891)**	**–**	**–**	**–**	**(70,891)**
Net book value as at 31 March 2025	**425,616**	**2,018**	**73,156**	**677**	**501,467**
Net book value as at 31 March 2024	**421,266**	**3,591**	**71,144**	**1,291**	**497,292**

The carrying value of property used as security for loan facilities totals to £235m.

Association

	Housing properties and mobile homes £000	Housing properties under construction £000	Shared ownership properties £000	Shared ownership properties under construction £000	Total £000
Cost or Valuation at 1 April 2024	**487,867**	**3,832**	**71,144**	**1,291**	**564,134**
Additions	–	3,533	–	1,857	5,390
Completed	5,106	(5,106)	2,471	(2,471)	–
Disposals – Staircasing	–	–	(752)	–	(752)
Disposals – General Needs	(20)	–	–	–	(20)
Disposals – Components	(1,641)	–	–	–	(1,641)
Works to existing properties	4,974	–	23	–	4,997
Transfer to current assets	–	–	56	–	56
Transfer from Investment Properties	221	–	214	–	435
At 31 March 2025	**496,507**	**2,259**	**73,156**	**677**	**572,599**
Depreciation at 1 April 2024	(66,601)	–	–	–	(66,601)
Depreciation charged in year	(5,935)	–	–	–	(5,935)
Eliminated on disposal: Components	1,645	–	–	–	1,645
At 31 March 2025	**(70,891)**	**–**	**–**	**–**	**(70,891)**
Net book value as at 31 March 2025	**425,616**	**2,259**	**73,156**	**677**	**501,708**
Net book value as at 31 March 2024	**421,266**	**3,832**	**71,144**	**1,291**	**497,533**

The carrying value of property used as security for loan facilities totals to £235m.

Expenditure on works to existing properties

	Group 2025 £000	Group 2024 £000	Association 2025 £000	Association 2024 £000
Components capitalised	4,997	3,129	4,997	3,129
Amounts charged to income and expenditure	12,609	12,655	12,609	12,655
	17,606	**15,784**	**17,606**	**15,784**

Interest capitalisation

	Group 2025 £000	Group 2024 £000	Association 2025 £000	Association 2024 £000
Interest capitalised in the year	222	103	222	103
Cumulative interest capitalised	19,557	19,454	19,557	19,454
	19,779	**19,557**	**19,779**	**19,557**
Rate used for capitalisation	**5.28%**	**4.83%**	**5.28%**	**4.83%**

12(b) Tangible fixed assets – other

Group

	Plant and machinery £000	Other freehold property £000	Furniture and equipment £000	Free/ leasehold improvements £000	Computer equipment £000	Total £000
Cost at 1 April 2024	1,963	5,757	1,393	1,677	701	11,491
Additions	–	–	352	5	248	605
At 31 March 2025	**1,963**	**5,757**	**1,745**	**1,682**	**949**	**12,096**
Depreciation at 1 April 2024	(987)	(753)	(1,118)	(525)	(631)	(4,014)
Charge for Year	(80)	(58)	(114)	(79)	(73)	(404)
At 31 March 2025	**(1,067)**	**(811)**	**(1,232)**	**(604)**	**(704)**	**(4,418)**
Net book value as at 31 March 2025	**896**	**4,946**	**513**	**1,078**	**245**	**7,678**
Net book value as at 31 March 2024	**976**	**5,004**	**275**	**1,152**	**70**	**7,477**

Association

	Other freehold property £000	Furniture and equipment £000	Free/ leasehold improvements £000	Computer equipment £000	Total £000
Cost at 1 April 2024	5,757	1,393	1,677	701	9,528
Additions	–	352	5	248	605
At 31 March 2025	**5,757**	**1,745**	**1,682**	**949**	**10,133**
Depreciation at 1 April 2024	(753)	(1,118)	(525)	(631)	(3,027)
Charge for Year	(58)	(114)	(79)	(73)	(324)
At 31 March 2025	**(811)**	**(1,232)**	**(604)**	**(704)**	**(3,351)**
Net book value as at 31 March 2025	**4,946**	**513**	**1,078**	**245**	**6,782**
Net book value as at 31 March 2024	**5,004**	**275**	**1,152**	**70**	**6,501**

13 Intangible fixed assets

Group and Association

	Computer software £000
Cost at 1 April 2024	4,654
Additions	347
Disposals	(150)
At 31 March 2025	**4,851**
Amortisation at 1 April 2024	(3,307)
Charge for Year	(492)
Disposals	150
At 31 March 2025	**(3,649)**
Net book value as at 31 March 2025	1,202
Net book value as at 31 March 2024	**1,347**

14 Investment properties non-social housing properties held for letting

	2025 £000	2024 £000
At 1 April	16,320	19,275
Reclassification to General Needs	(221)	(1,137)
Reclassification to Shared Ownership (Fixed Assets)	(214)	(1,329)
Reclassification to Shared Ownership (Current Assets)	(115)	(716)
Decrease in value	(601)	227
At 31 March	**15,169**	**16,320**

Investment properties were valued as at 31 March 2025. The Group's investment properties have been valued by Jones Lang LaSalle, professional external valuers. The full valuation of all properties was undertaken, in accordance with the Appraisal and Valuation Manual of the Royal Institution of Chartered Surveyors (RICS). Jones Lang LaSalle included the below in their valuation report:

In valuing investment properties, a discounted cash flow methodology was adopted with key assumptions:

Discount rate	6.5%
Annual inflation rate, after first two years	3%
Level of long-term annual rent increase	3.5%

15 Investments

The financial statements consolidate the results of HSG Property Services Limited, Housing Solutions Capital PLC and Housing Solutions Development Limited which are all subsidiaries of the Association. The Association has the right to appoint members to the Boards of the subsidiaries and thereby exercises control over them.

	% Shareholding	Country of incorporation	Principal Activity
HSG Property Services Limited	100	England	Provides photo voltaic panels and other energy saving solutions to save costs and creates revenue for the Group
Housing Solutions Capital PLC	100	England	Facilitates capital market funding for the Group
Housing Solutions Development Limited	100	England	Facilitates the design and build of properties for the Group

16 Long-term investment

	Group 2025 £000	Group 2024 £000	Association 2025 £000	Association 2024 £000
Investment in Housing Solutions Development Limited	–	–	–	–
Investment in Housing Solutions Capital PLC	–	–	50	50
	–	**–**	**50**	**50**

17 Properties for sale

	Group 2025 £000	Group 2024 £000	Association 2025 £000	Association 2024 £000
Shared Ownership – Completed properties	498	1,330	498	1,330
Work in progress	366	665	366	665
	864	**1,995**	**864**	**1,995**

18 Debtors

	Group 2025 £000	Group 2024 £000	Association 2025 £000	Association 2024 £000
Due within one year				
Rent and service charge receivable	1,918	2,714	1,918	2,714
Less provision for bad and doubtful debts	(974)	(1,132)	(974)	(1,132)
	944	1,582	944	1,582
Prepayments and accrued income	1,585	1,095	1,585	1,095
Amounts owed by Group undertakings	–	–	646	688
Other debtors	1,330	1,701	1,298	1,660
	3,859	**4,378**	**4,473**	**5,025**

19 Creditors: Amounts falling due within one year

	Group 2025 £000	Group 2024 £000	Association 2025 £000	Association 2024 £000
Loans (Note 22)	2,500	2,500	2,500	2,500
Trade creditors	2,854	3,898	2,854	3,898
Rent received in advance	370	1,213	370	1,213
Other tax and social security	242	241	242	241
Capital creditors	2,790	1,883	2,790	1,883
Accrued interest	1,610	1,675	1,610	1,675
Other creditors	2,030	1,722	2,030	1,722
Amounts owed to Group undertakings	-	-	50	50
Recycled capital grant fund (Note 20)	633	1,403	633	1,403
Holiday pay accrual	227	220	227	220
Deferred capital grant	783	775	783	775
Accruals	5,089	2,763	5,053	2,749
	19,128	**18,293**	**19,142**	**18,329**

20 Recycled capital grant fund

Group and Association

	2025 £000	2024 £000
As at 1 April	1,403	1,248
Grants recycled	39	129
Grants utilised	(835)	–
Interest payable	26	26
At 31 March	**633**	**1,403**
Amount up to three years	628	564
Amount three years or older where repayment may be required	5	839
	633	**1,403**

21 Creditors: Amounts falling due after more than one year

Group and Association

	2025 £000	2024 £000
Loans (Note 22)	322,479	327,921
Deferred capital grant (Note 23)	63,205	63,201
Unamortised loan premium	1,704	1,499
	387,388	**392,621**

22 Borrowings

Group and Association

	2025 £000	2024 £000
Due within one year		
Bank loans	–	–
Other loans	2,500	2,500
	2,500	**2,500**
Due after more than one year		
Bank loans	98,500	101,500
Other loans	223,979	226,421
	322,479	**327,921**
Total loans	**324,979**	**330,421**

	1 April 2024	Cash flows	31 March 2025
Net Debt Reconciliation			
Cash at bank and in hand	8,296	(182)	8,114
Loans	(330,421)	5,442	(324,979)
Net Debt	**(322,125)**	**5,260**	**(316,865)**

Security

Housing loans are secured by specific charges on the housing properties and by a first fixed charge on Housing Solution’s bank accounts.

Terms of repayment and interest rates

Bank loans are being repaid over different periods, some with quarterly payments and others with annual payments. Final instalments range from April 2026 to January 2033. As at 31 March 2025, interest on bank debt is part variable and part fixed, with average rates of 5.66% for variable rate loans and 4.967% for the fixed rate loans. Other loans include long term loans with M & G, MORhomes, Legal & General, and Pension Investment Corp, which have bullet repayments in 2034, 2038, 2054, and 2060 and fixed coupons ranging from 3.67% to 5.76%. The M & G loan has an index linked tranche of £42.5m linked to RPI which is amortising annually. The current fixed rate of this facility is 5.452%.

At 31 March 2025 the Group had undrawn facilities of £76.5m (2024: £78.5m).

Based on the lender's earliest repayment date, borrowings are repayable as follows:

	2025 £000	2024 £000
Within one year or on demand	2,500	2,500
One year or more but less than two years	8,500	2,500
Two years or more but less than five years	50,000	59,000
Five years or more	263,979	266,421
	324,979	**330,421**

23 Deferred capital grant

	2025 £000	2024 £000
As at 1 April	63,976	64,781
Grant received in the year	–	100
Grant transferred to/from the recycled capital grant fund on property disposals in the year	795	(130)
Grant released on disposals	–	–
Grant amortised to income	(783)	(775)
At 31 March	**63,988**	**63,976**
Amount due to be released < 1 year	783	775
Amount due to be released > 1 year	63,205	63,201
As at 31 March	**63,988**	**63,976**

The Group has a future obligation to recycle such grants once the properties are disposed of. At 31 March 2025, the value of grant received in respect of these properties that had not been disposed of was £64m.

24 Non-equity share capital

Shares of £1 each issued and fully paid	Association 2025 Number	Association 2024 Number
At 1 April 2024 and as at 31 March 2025	9	10
	9	**10**

25 Leasing commitments

Group and Association

The future minimum lease payments of leases are as set out below. Leases relate to motor vehicles and office equipment.

The Association and Group's future minimum operating lease payments are as follows:

	2025 £000	2024 £000
Within one year	142	179
Between one and five years	21	–
	163	**179**

26 Capital commitments

Group and Association

	2025 £000	2024 £000
Capital expenditure that has been contracted for but has not been provided for in the financial statements	1,814	7,578
Capital expenditure that has been authorised by the Board but has not been contracted for	4,956	15,219

Capital commitments will be funded through a combination of retained reserves, loans, and grant.

27 Cash flow from operating activities

	2025 £000	2024 £000
Surplus for the year from SOCI	5,646	3,125
Adjustments for non-cash items:		
Depreciation of tangible fixed assets	5,832	5,745
Amortisation of intangible fixed assets	492	467
Loss on disposal of replaced components	509	120
Amortised grant	(783)	(775)
Interest payable and finance costs	17,482	17,627
Cost element of housing property sales in operating surplus	772	582
Interest received	(232)	(220)
	29,718	**26,671**
Movement in fair value of investment properties	601	(227)
Decrease in stock	1,190	535
Increase in trade and other debtors	516	(945)
Increase in trade and other creditors	755	1,294
Difference between net pension expense and cash contribution	–	(4,565)
Net cash generated from operating activities	**32,780**	**22,763**

28 Related Parties

Tenant members of the Association are charged normal policy rents and receive no favourable treatment in any respect as a result of their membership of the Association.

Transactions between the company and its 100% owned subsidiaries, which are related parties, have been eliminated on consolidation for the Group.

Design and build contracts for £0 (2024: £68,814) were novated to Housing Solutions Development Limited and the associated costs were transferred from Housing Solutions. On consolidation, these costs are included in the fixed and current assets balance in the Consolidated Statement of Financial Position.

HSG Property Services Limited charged the parent Housing Solutions £13,115 (2024: £13,011) for electricity generated by the photo voltaic panels on residents' roofs and Housing Solutions charged HSG Property Services Limited £15,254 (2024: £14,001) for the rental of residents' roofs. Housing Solutions charged HSG Property Services Limited interest £17,917 (2024: £28,905).

Housing Solutions Capital PLC was charged £8,681,824 (2024: £8,754,088) for interest on the Note Purchase Agreement loan and received £8,681,824 (2024: £8,754,088 in interest from the parent Housing Solutions, for its loan to the parent company.

29
Legislative Provisions

The Association is incorporated under the Co-operative and Community Benefit Societies Act 2014, Registration No. 27876R and is a Registered Social Landlord under the Housing Act 1974, Registration No. L4073.

30
Post-Balance Sheet Events

On the 8 August 2025, Housing Solutions exchanged contracts on the purchase of 267 properties from L&Q

Housing Solutions

Co-operative and
Community Benefit
Societies No. 27876R