Co-operative and Community Benefit Society (FCA) 28985R

Regulator of Social Housing number L4240

A2Dominion Housing Group Limited

Annual Report and Financial Statements

Year ended: 31 March 2025

Contents

Introduction

Chair's statement

Over the past year we have been focusing on the further improvements that we can make to our organisation that will give our customers a better, more successful customer experience. Many of these changes have been making a difference to our systems and processes, and as we embed these in the organisation our customers will begin to feel a positive improvement. As a board we are pleased with what has been achieved by all our colleagues, but we acknowledge that there is much more to do and work is proceeding at pace.

Steps on the ladder

We have been working to improve our key areas where we know we haven't been performing as well as we should be. These improvements and adaptations that have been taking place behind the scenes are so that our colleagues have the right tools to give our customers the service that they expect and deserve.

We have made progress with our repairs and damp and mould services, creating new dedicated teams and commencing implementation of new technology such as Totalmobile which will allow us and customers to transparently see the progress of their repairs.

We know that repeated day-to-day issues such as lift repairs are what customers find frustrating, and we have appointed two new lift contractors to improve the speed and quality of our response. The contractors will have smaller areas that they manage, which we believe will mean that customers begin to experience a more localised approach. Similarly, we have expanded our team of in-house surveyors for damp and mould who will have localised geographical patches that they are responsible for.

Growing financial foundations

We have been improving our financial strength and are reporting a surplus of £116.4 million for financial year 2024/25. Whilst sector challenges remain due to economic uncertainty and high levels of inflation, we have delivered a good financial performance this year, supported in part by the sale of some of our temporary accommodation to Westminster City Council. Our underlying operating performance has shown improvement, and we have maintained our commitment to investing in the maintenance of our homes.

A range of initiatives have been implemented to reduce costs. Progress has been made with cost reductions embedded in the last two years and further savings planned for 2025/26. There is still more to do, however early signs in the last year show that these cost-saving measures are beginning to take effect, with increases in operating costs stabilising.

We have continued to maintain a positive ongoing relationship with the regulator and, following our self-referral in 2023, we are confident that we are taking the right steps with their guidance to make the significant changes needed to get things right for our customers.

Improving our core offer

We are on a journey as an organisation to improve our core offer to our customers. We want to make sure that we are focusing on the services that we can deliver best, which may include transferring services that would be better provided by others. Our sale of some temporary accommodation to Westminster City Council this year has been part of our plan to focus on core customers and place our effort and emphasis on projects such as improving our repairs and customer experience.

We have been investing in research on improving the way we enable our customers' voices to be heard and to understand what they need and how we can improve our services. We have been working behind the scenes on a new operating model for our customer facing teams and the delivery of a new Customer and Community Strategy with a new, more authentic approach to tenancy and neighbourhood management. As part of our commitment to getting customers more involved in shaping and improving our services, we have recruited a new customer-led panel. This panel will make recommendations for improvement in areas we need to do better and work with other customers to share ideas and experiences.

Last year we announced that we will be focusing on regeneration and redevelopment of neighbourhoods which need the greatest amount of investment to make a real and positive impact for residents and communities. We have still been contributing to developing much-needed new homes, delivering 925 homes across a range of tenures, including vital new key worker accommodation in Oxfordshire, and completing another phase of our regeneration of the Green Man Lane estate in Ealing, west London.

Strengthening our management

We have been continuing to strengthen our leadership and management across the organisation. We have introduced the new role of Chief Information Officer to oversee our work across our Change and IT functions and transform our data, technology and digital customer offering. Priya Javeri has taken on this role, bringing over 20 years' experience and a wealth of knowledge to ultimately deliver better experiences for our customers.

I am especially pleased that we have appointed Coretta Scott to our Board as our first customer member. Coretta has been actively involved in our residents' groups since 2012, and her appointment is an invaluable addition to our Board and organisation. Coretta will help us to ensure that we have our customers at the forefront of our minds when planning for the future of A2Dominion, and I am very pleased that we are working together to improve our services.

Finally, the Board and I would like to thank CEO Ian Wardle and all of our colleagues across the organisation for their tireless contribution to improving A2Dominion. Their hard work and dedication is integral to who we are, and their work to improve our organisation is key so that we can deliver the best customer offer possible.

Alan Collett,
Chair

Performance summary

Our homes and services

- Customer satisfaction: (Tenant Satisfaction Measure): 60.7% for social and affordable rent, 27.7% for shared ownership (2023/24: 58% social and affordable rent, 23.8% shared ownership) (page 15)
- Satisfaction with repairs: 63.7% (57.2% 2023/24) (page 15)
- Average number of days to complete a repair: 20 days (14 days 2023/24) (page 9)
- Average days to let a home to a new resident: 62 days (30 days 2023/24) (page 10)
- Financial support to customers: £11.4 million (£9.7 million 2023/24) (page 14)
- Social value of our projects and services: £19.6 million (£12.3 million 2023/24) (page 12)
- New homes completed: 925 (668 2023/24) (page 17)

Our organisation

- Operating surplus: £185.7 million (up by 281.3% from 2023/24) (page 26)
- Turnover: £421.5 million (£399.6 million 2023/24) (page 26)
- Surplus: £116.4 million (£21 million deficit in 2023/24) (page 26)
- Mean gender pay gap: 17.4% (reduced from 20.9% in 2023/24) (page 20)
- Median gender pay gap: 18.3% (18.1% 2023/24) (page 20)

Who we are

We are a housing association with a vision to provide homes people love to live in.

With over 38,000 homes in management across London and southern England, we provide a wide range of homes for social, affordable and private rent, specialist housing services, as well as homes for sale and shared ownership.

Our 70,000 plus customers come from a diverse range of backgrounds with varying levels of income and we're here to provide them all with homes that are safe, high quality and sustainable.

And with social housing roots going back eight decades, we continue to ensure that every penny of surplus is reinvested into our charitable social purpose – delivering more homes and better services for customers.

Building stronger foundations

Over the course of 2024/25, we have focused on delivering our improvement plan which sets out priority actions that will help us return to a compliant rating as soon as possible. This follows our downgrade from G1 to a non-compliant G3 rating in January 2024 (our viability rating remains at V2).

We have also been streamlining our organisation to focus more on being a social landlord, reduce operating costs and cut back on activities that don't provide value for money. Where we make savings, we are reinvesting these into our homes, services, and the redevelopment and regeneration of homes and estates.

The Board believes that delivering these improvements is an enormous opportunity to re-set, rebuild and improve outcomes for customers and colleagues. They will make A2Dominion a more responsive and resilient housing association that delivers outstanding customer service and helps to address the housing needs across London and southern England.

We provide:

- Social and affordable housing
- Shared ownership
- Key worker, student and temporary accommodation
- Supported and retirement housing
- Private and intermediate rented homes
- Market sale homes
- Community projects to help customers improve their health, wellbeing and finances.

Our development

- From around 850 homes in 1988, to over 38,000 properties in management today
- More than 8,000 new homes built over the past ten years
- £1.1bn of net assets
- 100% of profits reinvested into homes, services, and communities.

Our services

Homes and neighbourhoods

We provide and maintain a wide range of homes from affordable and social housing to starter homes, private rent and shared ownership options. We manage outside green spaces, along with play areas and communal facilities for people to enjoy.

Caring for customers

We provide specialist support services to thousands of customers across 16 local authority areas. We offer a variety of supported services, including homes for young parents, retirement living, domestic abuse refuges and specialist schemes to tackle homelessness.

Property management

We provide property maintenance services, planned repairs and estate services, and reinvest millions of pounds each year into upgrading and improving the homes we manage.

Community investment

We provide community events, wellbeing programmes, social activities and services including employment skills to help improve communities and people's lives.

Land and development

We develop land to provide high quality, affordable, shared ownership and market sale new homes. An element of our future pipeline is developed in joint venture partnerships, with the majority of new homes in the future expected to be delivered from redevelopment and regeneration of our own buildings and estates, and via strategic land.

Strategic report

Our performance

Our group performance is focused around our four strategic priorities to meet the needs of customers, to satisfy new and emerging regulatory requirements and to be an effective and sustainable organisation. These are:

- Homes and neighbourhoods that are safe, high quality and sustainable
- Customer care: respond and resolve with respect
- Development to meet housing needs
- A strong, sustainable and effective organisation.

Homes and neighbourhoods that are safe, high quality and sustainable

Supporting the consumer standards: safety and quality

We are committed to ensuring all our homes are safe and well maintained, but we know that more work is needed to ensure customers feel listened to and trust us to do the right thing.

Our ambition:

We want to be a trusted housing association where people love to live in their homes. We're delivering an extensive programme of improvements to our existing homes to meet our own and regulatory standards.

Our progress in 2024/25

Strategic KPI	Details	2024/25 achieved	2024/25 target	2023/24 achieved
Repairs timescales	Percentage of emergency repairs completed to timescale RP02(2)	85.3%	100%	68%
	Percentage of non-emergency repairs completed to timescale RP01(2)	73.9%	75%	68%
Cumulative planned maintenance	Percentage of planned maintenance achieved out of planned programme (kitchens, bathrooms, windows, roofs and doors)	84%	100%	37.4%

Strategic KPI	Details	2024/25 achieved	2024/25 target	2023/24 achieved
Environment and carbon reduction (average level of annual carbon production per home)	Scope 3 emissions from all A2Dominion properties	2.02 tCO_2/yr	2.02 tCO_2/yr	2.04 tonnes CO_2
Fire Risk Assessment (average compliance with LLHS*)	% of homes that have had all the necessary fire risk assessments	100%	100%	99.9%
Domestic gas (average compliance with LLHS*)	% of properties with a valid gas safety record	99.7%	100%	99.8%
Electrical (average compliance with LLHS*)	% of properties with a satisfactory Electrical Installation Condition Report (EICR)	83.9%	90%	86.3%
Passenger lifts (average compliance with LLHS*)	% of homes that have had all the necessary communal passenger lift safety checks	94.1%	100%	93.2%
Water hygiene (average compliance with LLHS*)	% of properties with a valid legionella risk assessment (BS04)	99.4%	100%	95.7%
Asbestos (average compliance with LLHS*)	% of homes that have had all the necessary asbestos management surveys or inspections	99.9%	100%	100%

*LLHS – Landlord Health & Safety Compliance Measure

Responsive repairs

In 2024/25, 100,448 responsive repairs were carried out. On average, standard repairs were completed within 20 days, which matches our target.

To measure our tenant satisfaction more closely, we introduced Voice of the Customer at the beginning of 2025. This is where we collect resident comments following a repair and categorise these for insights, highlighting both positive feedback and areas for improvement. On average we receive 500 responses monthly through this, 71.5% of residents rated their last repair at 8 out of 10 or above. Any residents who score below 6 are contacted for follow-up and issue resolution. This has allowed us to more transparently see our feedback in real time.

We've also appointed new technology partners Totalmobile and Manifest Software Solutions, to improve efficiency, reliability, and customer experience, through a new integrated online housing repairs service.

Due to launch in 2025, the system will mean all customer repair requests are managed within one central system, rather than across multiple platforms. Customers who request repairs through our online portal My Account will be able to manage their appointments, track the progress of their repair, including updates on estimated time of arrival on the day, and review and rate the service they received.

Last year we appointed Jo Evans as our first Director of Repairs & Maintenance, and Jo has expanded her team by adding three new permanent leadership roles:

- Head of Repairs to manage the joint venture partnership between our repairs contractor Mears and Pyramid Plus
- Head of Project Delivery to manage surveying and inspection of homes and repairs and to be responsible for damp and mould
- Head of Estates and Empty Homes to manage the contracts for communal cleaning and grounds maintenance on our estates. To also manage properties when customers leave them and ensure they are ready for new customers.

We've also brought the Customer Contact Centre and the Repairs Team together in the office to work more closely and resolve issues faster.

Lifts

Last year we identified that our lifts have not been performing as they should. We listened to customer feedback and acted by appointing two new contractors. Each contractor is responsible for a much smaller portfolio of just over 200 lifts. This will allow them to focus their time on fixing issues faster.

As well as responding to lift breakdowns, they have been completing condition assessments of all our passenger lifts, identifying any issues which may impact on the reliability and recommending enhancements to improve the performance of our lifts. The findings from the report will be used as part of our programme of improvement works to replace and upgrade lifts in 2026.

Following a restructure in September 2024, additional positions were also created including a lift engineer and a senior manager overseeing lifts and security.

As part of our longer-term programme of improvement works, we've also:

- Been exploring new technology that will alert us when a lift goes out of action, enabling us to fix the issues faster and notify residents in a timely way
- Carrying out an in-depth stock take of the commonly used parts, to ensure we have these in stock rather than having to wait for delivery
- Investing in signage to be put on lifts when they are out of service, which explains what the issue is and when we expect it to be resolved
- Putting in place a programme of works for next year, which will prioritise the older lifts, using the recommendations from stock condition surveys.

Maintenance spend

In 2024/25 we spent £5.8m repairing and fitting a total of 519 new kitchens and 296 new bathrooms. New windows were installed in 629 properties and 1,022 replacement doors to customers' homes at a cost of £3.7 million. We spent £3.4 million on new roofs to 165 homes, and £5.6 million on cyclical repairs & redecoration to 1,823 homes.

We have invested in our stock over the last year; in 2024/25 the amount spent on day-to-day repairs and voids was £40.2 million. The amount spent on major repairs relating to damp and mould, and disrepair, was £2.1 million. The amount spent on mechanical and electrical repairs was £7.8 million, and our spend on building projects was £20 million.

In 2024/25, we carried out a detailed analysis of proposed contractor costs for void works on individual properties**.** This approach delivered notable cost savings; however, it also presented, at first, delays in the approval and completion of void works. While properties were let within target times once ready, the overall void turnaround was impacted due to these changes and our average number of days to let a home to a new resident was 62 days this year (30 days in 2023/24).

We had 121 properties that did not meet the Decent Homes Standard at the beginning of the last year, however by the end of 2024/25 our compliance figure was 81%.

Building safety

Over the past year, we have continued to strengthen our building safety approach, embedding a culture of proactive risk management and continuous improvement across our portfolio. We have enhanced our reporting and monitoring of landlord compliance measures, ensuring that our oversight remains robust and customer centric.

Highlights include:

- We obtained essential compliance information on behalf of our customers for 142 buildings where responsibility lies with third-party landlords, thereby ensuring transparency and oversight even where we are not the duty holder.
- We launched a targeted engagement initiative with responsible entities to improve access to safety-related data and its accuracy, supporting our commitment to customer assurance.
- We further embedded the principles of the Building Safety Act by preparing key buildings for registration with the Building Safety Regulator, including the development of Building Safety Cases and digital golden threads of information.
- We retendered and awarded several major statutory compliance contracts to enhance performance, value for money, and resident outcomes.
- We strengthened our in-house Building Safety Team by introducing technical experts in fire risk, lifts, door entry, and electrical safety, enhancing assurance and oversight across our high- and mid-rise buildings.

Fire safety

We have made significant progress in delivering our fire safety programme, aligned with legislative expectations and best practice. In line with our risk-based strategy, we extended our programme to 2029 to incorporate additional low-rise buildings, ensuring no compromise in resident safety irrespective of building height.

Highlights include:

- 332 in-depth fire safety inspections have been completed across our mid to high-rise buildings which have potential external wall issues to help us understand more
- 83 buildings have been identified as requiring remedial fire safety works, and we are progressing detailed plans for their resolution.
- We have secured over £1.9 million in government funding this year, bringing the total to £8.6 million to date, significantly offsetting the cost burden on our organisation and residents.
- We have invested £50.3 million to date on fire remediation across our estate.
- Our Enhanced Housing Management Team (EHMT) provides dedicated oversight and assurance across all relevant buildings, maintaining 100% compliance on weekly safety inspections.

- Inspected 9,000 fire doors in buildings that we manage that are over 11 metres in height and invested £3.8 million replacing fire doors.

Damp and mould

We have expanded our team of specialist surveyors, who are trained to recognise, report and prevent damp and mould. This investment in our service means we'll carry out inspections faster, better manage complex repairs and make sure the programme of works is delivered to a good standard. Each geographical patch will now have a team of dedicated specialists who will be proactive at identifying symptoms, investigating root causes and overseeing the programme of works.

We've also introduced dedicated Case Managers who will have responsibility for tracking the progress of repairs and setting out clear timescales. They'll provide regular updates and explain the actions we're taking to customers, and having a single point of contact will improve our service and give customers a better experience.

Anti-social behaviour (ASB)

We were nominated at this year's National Annual Resolve ASB Awards for the Exemplary Partnership Award for our Early Intervention Meeting initiative, which our Anti-Social Behaviour Resolution Team (ART) implemented and have expanded to more areas.

The ART was created in November 2023 and has re-shaped how we handle reports of anti-social behaviour from our customers.

The Early Intervention Meeting involves setting up a group involving police and other local agencies, to discuss and put in place intervention measures to stop potential incidents of anti-social behaviour or crime before they happen. It's a model we are replicating across more of our boroughs and will continue to do to help tackle ASB before it becomes serious.

The team has implemented a series of new processes, including managing customer expectations from the start, assigning a specialist for every case, and maintaining regular contact with customers.

Key highlights from the past year include:

- Achieving 97% of Service Level Agreement – this is the % of customers we contacted within 48 hours of them reporting an issue.
- The ART supported 565 customers who reported ASB to us.
- The ART closed 414 ASB cases after finding a resolution.
- We resolved reports of anti-social behaviour of ASB within an average of 25 days, quicker than our target of 90 days.

Complex cases of ASB, such as those involving legal action, can often take longer than 90 days to get a resolution.

Last year, we updated our policies to split out neighbour disputes and noise complaints so that the way we monitor and manage ASB reports is more streamlined and accurate. These cases are managed under a new procedure and monitored separately from other reports.

Looking ahead

Our priorities for the strategy period through to 2030 are to:

- Deliver our programme of improving homes, based on our assessment of what we need to invest to meet legal standards, as well as our own commitments, so that our customers are safe and affordably warm.
- Complete building safety cases and action plans for tall buildings to meet the requirements of the Building Safety Act for buildings over 18 metres (and extending to all buildings as part of our extension to 2029).
- Ensure that we understand and fully comply with all property safety requirements, including Landlord Health & Safety compliance (LLHS). A specialist team will keep us up-to-date with legislative changes so we can keep customer homes safe.
- Accelerate the redevelopment of homes and estates, considering investment needs and decarbonisation.

Customer care: respond and resolve with respect

Supporting the consumer standards: transparency, influence and accountability

Our ambition

We will listen to our customers and make sure we are delivering on our promises, especially in relation to complaints, repairs, and service delivery. We set ourselves high standards and want to meet them, as well as those set by the Regulator of Social Housing and the Housing Ombudsman.

Our progress in 2024/25

Strategic KPI	2024/25 achieved	2024/25 target	2023/24 achieved
Deliver social impact: social value through community work and investment*	£19.6 million**	£12.5 million	£12.3 million
Complaints – % escalated to the Ombudsman	2.85%	1%	1.28%

* Social value is a way to measure the impact of our projects and services. We follow a method used by the housing sector (developed by the Housing Associations' Charitable Trust) to quantify services that do not have a monetary value (such as wellbeing and mental health) and their impact. This estimates the unseen financial value to the people and communities who benefit from these services and their impacts.

** This is significantly higher than previous years as we have included all social value across the business rather than only within our community investment activities.

Complaint handling

We are committed to getting things right for our customers the first time they contact us. When we fall short of this standard, we understand it can lead to frustration and an increase in complaints. We know that our management of customer expectations and lack of proactive communication exacerbate customer frustrations, and we have been and will continue to implement changes to improve our customer experience.

In 2024/25, our Customer Contact Centre resolved 80% of queries at the first point of contact, which is an 8% improvement compared to the previous financial year.

We responded to 70.8% of Stage 1 complaints within 10 working days and 73.6% of Stage 2 complaints within 20 working days. This is an improvement on the previous year, however still below the 100% set by the Housing Ombudsman Complaint Handling Code, and our own expectations. The number of complaints received increased by 49.6% on the same period the year before, which caused significant pressure on the team to respond within the timescales set. In this period 2.85% of complaints were escalated to the Housing Ombudsman for investigation which resulted in 80 determinations.

We regret that there were four cases where the Housing Ombudsman Service issued Complaint Handling Failure Orders. This was because we took too long to respond or provide information to the Ombudsman. We reviewed the reasons why each order was made, and any learnings have been built into our wider improvement plans to reduce the risk of future orders being made.

There were also nine cases where the Housing Ombudsman Service determined severe maladministration. In each of these cases, we took too long to address issues and were required to provide a higher level of redress. We've offered our apologies to the individual residents affected and fully accept the Ombudsman's findings and recommendations.

We've made improvements to our systems and structures by implementing new complaint tracking and dashboard systems, giving better awareness and visibility to our complaints at an executive and director level. Monthly meetings are now held with Heads of Service to review complaint trends and address service area issues. We are also expanding our complaints team and have created a new centralised team to focus on improving Stage 2 responses.

Stage 1 complaints:

- We received 199.9 complaints per 1000 low-cost rental homes (LCRA) and 194.2 per 1000 low-cost home ownership (LCHO) homes (CH01(1)).
- This is above the target of 108 for LCRA and 77 LCHO.

Stage 2 complaints:

- We received 47.1 complaints per 1000 LCRA and 56.0 per 1000 LCHO (CH01(2)).
- This is above the target of 6 for LCRA and 8 LCHO.

Complaints Quality Assurance

A group of 11 customers took part in a quality assurance pilot, rating the effectiveness of our complaint response letters against guidance from the Housing Ombudsman. The group looked at a sample of anonymised letters, chosen to include the full range of service areas and caseworkers. A total of 34 Stage 1 and eight Stage 2 letters were reviewed. The main areas of improvement identified included:

- Showing more empathy to customers
- Providing a named point of contact, with contact details and timeframes for planned action
- Referencing relevant policy, legislation or good practice
- Demonstrating that lessons have been learnt, and change implemented as a result.

The group's feedback is being used by the Complaints and Resolution team to provide updates to letter templates and, to inform the quality checking which takes place within the team before letters are sent to customers.

Listening to customers

We are continuing to look at how we can involve customers in shaping and improving our services. This year we co-opted our first customer, Coretta Scott, to our Group Board. The position of customer member has been created to make sure that we are including our customers' voices in every part of the organisation and decision making. Our appointment of a customer to our Group Board allows a chance for us to have a customer helping us shape the future of our services to our residents.

We also expanded our customer involvement by launching three new customer led panels. The panels are made up of customers with varied experience and demographics, and include leasehold, shared ownership and social housing customers. Panel members have been involved in reviewing a wide range of issues including complaints, rent and service charge and communications.

The customer panels are:

1. Digital and communications: This co-creation group of eight involved residents have been looking at the development and testing of our digital services.
   - They have been looking at the concept designs for a customer mobile app, and at focus groups they were able to make suggestions towards the format and features from the prototype.
   - The group has also been providing feedback on customer communication plans, their user journey on our website and our customer annual report.
   - We have asked customers to provide feedback about our future digital enhancements, including improvements to our live chat and automated phone systems, and a new platform which will improve the way you can report repairs online. These improvements, part of our digital transformation will allow customers to 'self-serve' more effectively, at a time that suits them.

2. Customer affordability: This group was set up to allow customers to scrutinise and provide ideas and suggestions related to our social purpose offer, reviewing how grant income and charitable funds are obtained, sustained, and prioritised for distribution to meet the needs of customers. They have provided feedback on how they would prioritise the funds we have available
3. Service charge survey and focus groups: This advisory panel was set up to help us to understand some of the reasons for dissatisfaction arising from our Tenant Satisfaction Measures. We invited leaseholders and shared owners to take part in an email survey and/or a focus group. We included customers who had made a complaint about service charges during the final quarter of 2023/24, and the feedback showed high levels of dissatisfaction in the overall service charge process and the responses to their queries. This feedback has been fed into the wider service charge review project, and as a result a dedicated team to case manage queries end-to-end has been set up.

As part of our commitment to get customers more involved in shaping and improving our services, we are launching a new customer-led panel which will report to our Customer Services Committee. The panel will bring the voices of lived experience into our service improvements and decision making. The aim of the panel is to bring customers and colleagues together to 'walk in each other shoes' so that they can work in partnership to tackle the root causes of common customer complaints. Members will also support us to validate improvements and provide assurance that changes we make are having the desired impact.

Customer and community strategy and operating model

We have been working on a strategy to implement a new, more authentic approach to tenancy and neighbourhood management, as well as how we sustain tenancies and communities. Our new Customer and Community Operating Model will aim to build stronger relationships, and work in partnership, with customers and the communities in which we operate. Over the past year we have been researching and refining our planning for what this could look like.

In August 2024 we carried out research with our general needs customers to find out our role in their homes and communities. Customers told us that they wanted more contact with their neighbourhood manager, and to see them more regularly in communities. We have established a customer offer co-creation group who will review this data in more detail to inform our new strategy and operating models. In the coming year we hope to introduce pilot changes to our strategy and operating model based on the research we have been carrying out over the last year, and the feedback from customers.

Tenancy sustainment

Our Tenancy Sustainment team helped 2,396 customers claim over £11.4 million in financial support in 2024/25, this is an increase on the £9.7 million last year.

Highlights:

- We supported 1,100 benefit claims, including housing benefit, universal credit, council tax support, pensions, and child benefits
- 100% success rate at benefit tribunals resulting in £36,853.85 in backdated payments
- 48 customers helped to access Local Authority Household Support Funding, receiving an average payment of £855 to clear rent arrears
- 107 food bank referrals awarded
- 220 food vouchers and 366 energy top up vouchers awarded
- Our in-house Tenancy Sustainment Fund supported 111 customers with £33,000 in funding to help buy essential white goods and furniture to prevent them from taking on more debt.

Social value

We continued to invest in our customers and in the communities we operate in, generating £19.6 million in social value in 2024/25. This is significantly higher than previous years as we have included all social value across the business.

- £8.22 million in community investment
- £4.46 million in tenancy sustainment (including employment support)

- £2.72 million in retirement living
- £4.14 million in supported housing.

The Community Investment team continued to make a positive impact for our customers with highlights over the year including:

- Over 9,000 residents and local people supported by Community Investment
- 77 projects delivered and events held
- £560,000 external funding secured to deliver key services supporting cost of living, mental health and wellbeing
- £50,000 distributed in Grant Funds to community groups.

Domestic abuse service

We have a dedicated team of specialists on hand to provide practical and emotional advice and guidance, either face-to-face or via our helpline, and provide a safe place to flee and help to rebuild lives for customers affected by domestic abuse. Last year we supported 2,461 people who contacted our Oxfordshire based domestic abuse service.

A2Dominion is making good progress in working towards meeting the Domestic Abuse Housing Alliance (DAHA) standards. Over the course of the year we've developed a strong operational steering group with representation from across different teams. This has really helped with embedding a strong culture towards recognising and responding to domestic abuse across the organisation. Some of the new initiatives introduced in 2024/25 to help us work towards DAHA accreditation include:

- Strengthening, advertising and embedding our Champion Network to provide support.
- Continuing the roll out of mandatory domestic abuse training – we've received positive feedback from colleagues who attended the training.
- Introducing training for Pyramid Plus managers and operatives, so they are confident with identifying and reporting any domestic abuse concerns.

Tenant Satisfaction Measures

The Regulator of Social Housing introduced Tenant Satisfaction Measures (TSMs) to show how well social housing landlords are doing at providing good quality homes and services to tenants and shared owners. These measures have been adopted by all social landlords to compare and benchmark performance. These are different to our customer satisfaction scores which are based on feedback from surveys with customers after receiving a service.

Last year was our first year reporting these, and this year our overall satisfaction with our services was 60.7% among social and affordable rent customers, and 27.7% among shared owners.

Tenant Satisfaction Measure	Social and affordable rent customers	Shared ownership customers
Overall satisfaction (TP01)	60.7%	27.7%
Satisfaction with our overall repairs service (TP02)	63.7%	n/a
Satisfaction with the time taken to complete your most recent repair (TP03)	61.1%	n/a
Satisfaction that your home is well maintained (TP04)	63.8%	n/a
Satisfaction that your home is safe (TP05)	71.8%	47.1%
Satisfaction that we listen to your views and act upon them (TP06)	54.6%	23.8%
Satisfaction that we keep you informed about the things that matter to you (TP07)	66.9%	41.2%

Tenant Satisfaction Measure	Social and affordable rent customers	Shared ownership customers
Satisfaction that we treat you fairly and with respect (TP08)	69.3%	39.3%
Satisfaction with our approach to handling your complaint (TP09)	30.9%	16%
Satisfaction that we keep communal areas clean and well maintained (TP10)	61.5%	45%
Satisfaction that we make a positive contribution to the neighbourhood (TP11)	56.8%	28%
Satisfaction with our approach to handling anti-social behaviour (TP12)	55.6%	25.4%

Looking ahead

Our priorities for the strategy period to 2030:

- Continue to measure Tenant Satisfaction Measures and use customer insights from these surveys to better understand and improve services.
- Embed learning from the results in our Customer and Community Operating Model.
- Continue to improve our complaints handling and response processes to resolve complaints faster and more effectively.
- Provide a digital roadmap to solve standard questions and transactions quickly and easily for customers, while providing telephone and in person responses to more complex queries and for customers who do not use digital channels.
- Undertake focused work to improve the customer experience, including leasehold customers, where satisfaction tends to be lower.

Development to meet housing needs

At the very heart of our corporate strategy is a clear ambition to get back to our roots, being a trusted housing association that provides safe, high-quality homes and services, and working towards our new vision to provide homes that people love to live in. To achieve all this, strategically, we are refocussing priorities to use our resources in a better way to deliver improved services for customers.

This year we have developed our new Development and Regeneration Strategy, focusing on aligning it to our core business objectives. The strategy supports our commitment to improving existing customers' homes, while, wherever possible also taking the opportunity to develop much needed social housing in partnership with key local stakeholders.

Our ambition:

- Redevelop homes and estates where they are not economically sustainable, considering investment needs and how we can provide warmer, healthier homes for our customers.
- Build homes for social and private sale – with profits reinvested into providing more homes for affordable and social rent.
- Meet our sustainability and carbon targets.
- Mitigate economic pressures by reviewing our long-term partnerships, and find ways to share opportunities, control costs, protect margins and minimise risks.

New homes	2024/25 achieved	2024/25 target	2023/24 achieved
New homes handed over	925	883	668
New homes starting on site	0	0	9
Sales (number of homes and sales income)	169 units, £62.2m	163 units, £56.0m	281 units, £87.8m

New homes handed over

We completed 925 homes in 2024/25, surpassing our target. Of these, 346 were affordable homes, including shared ownership, affordable, and social rent homes.

Starts on site

We are committed to improving the living standards of our customers' homes and providing them with safe, high quality and sustainable properties. This year we have started implementing our change in strategic direction around our development focus. This involves reducing the number of new developments starting on site to allow us to focus on redevelopment and improvement of our customers' existing homes. In the last 12 months, we have invested £38.4 million into planned maintenance and improvements in existing customers' homes (planned kitchen and bathroom replacements, planned cyclical and roof maintenance and planned mechanical and electrical maintenance).

In the next 12 months we'll start identifying new affordable housing opportunities for redevelopment, regeneration and joint venture development, with an aim to recommence new starts on site in financial year 2026/27. We're also looking at how we can maximise the potential of our existing strategic land portfolio, with a pipeline of up to 5,000 new homes.

Sales

We completed the sale of 169 homes, worth £62.2 million. The number of units we sold was six units above our target for the year, with sales revenue coming in £6.2 million above budget.

Looking ahead

Our priorities for the strategy period to 2030:

- Continue to deliver high quality, sustainable affordable homes.
- Deliver our existing build programme as forecast.
- Work towards ensuring our Regeneration & Development Business Plan is self-financing to support business objectives.
- Continue our programme of disposing non-core assets in order to deploy more of our capital in support of our social housing activity.
- Regularly review our projects to ensure they continue to meet targets and achieve the returns required to fund our affordable homes.
- Investigate and implement new ways of funding and partnerships with key stakeholders.

A strong, sustainable, and effective organisation

We will remain financially secure and meet governance, compliance, and regulatory requirements to provide assurances for all our stakeholders. We have made progress on our improvement plan and are continuing to work closely with the Regulator of Social Housing towards completing this by December 2025.

Our ambition

- We will manage our cost base to sustain service delivery and help withstand external shocks.
- We will provide a value for money service, maximise our social impact and look at new income streams to grow.
- We will use benchmarking to understand the potential to improve, and business intelligence to target our resources.
- We will take our responsibility seriously around environmental impact, improving performance and reduce our carbon emissions.

Strategic KPI	2024/25 achieved	2024/25 target	2023/24 achieved
Improve our financial performance: operating margin	15.1%	17.1%	4.8%
Sales margin (including joint venture sales)	12.0%	13.1%	9.5%
Safeguard/maintain confidence of our lenders, stakeholders, and shareholders: credit rating	A	A	A
Regulatory rating	G3/V2	G3/V2	G3/V2
Ensure we have the right people, resources, and excellence to protect the organisation: colleague engagement	70%	79%	78%

Our financial performance against a backdrop of continuing challenge

We are reporting a surplus of £116.4 million for 2024/25 (£21.0 million deficit reported for 2023/24). We had an operating surplus of £185.7 million, and £102.2 million of income from the sale of non-core assets (see next section on disposing of non-core assets). Our surplus will be used to continue investment in existing home, providing safe, affordable, quality housing and ensuring our financial viability. For a full financial performance summary please see pages 26 to 27.

Identifying investment opportunities through disposing of non-core assets

As part of our re-focus of priorities, we have been evaluating some of our stock and identifying any properties or schemes that don't provide the right value for money for us or sit outside our core activities or geographical areas of operation.

We have identified our private rent portfolio as one of these opportunities, and during 2024/25 started a process of selling some of our private rent properties once existing tenancies end. We have so far sold 91 private rent properties, with a future programme looking to sell up to a further 1,000 properties over the next three to five years.

In 2024 we identified an opportunity to sell a package of temporary accommodation properties in Westminster to Westminster City Council. In March 2025, following a formal consultation process with customers, we sold 340 properties to Westminster City Council. The sale of these homes, and any future stock disposals will help us to invest in improving our existing customers' homes and streamline our business to provide better value for money across our portfolio.

Regulatory ratings

We are working through our Building Stronger Foundations Together improvement plan following our downgrade to a non-compliant G3/V2 rating in January 2024 by the Housing Regulator.

The plan, which includes our Voluntary Undertaking (VU), focuses on improving services for our customers whilst strengthening our organisation across nine themes:

1. High quality data – improving the data we hold on our customers and properties.
2. More effective financial governance – whilst ensuring our finances are regularly monitored.
3. Stronger risk management – ensuring risks are always considered and contingency plans put in place, if needed.
4. Confident business planning – ensuring business plans are stress tested and risks are managed.
5. Stronger board effectiveness – providing more training and support for our boards.
6. Improved repairs and complaints – improving our key customer-facing services.
7. Effectively managing complex buildings – meeting all our landlord responsibilities and improving our management of third parties.
8. Accurate rent and service charge setting – reviewing how we set rent and service charges to make sure they are accurate.
9. Improve commercial processes – improve how we evaluate any new development opportunities to reduce risk.

We have made strong progress on the improvement plan this year and are on track to deliver the improvement plan by 2026, subject to approval by the regulator. We are also working in parallel to ensure that we are prepared for the Consumer "C" grading.

We recognise there is a subtle difference between delivering milestones and delivering outcomes. Our Board and Executive team are focused on delivering and embedding outcomes to improve our organisation and fully enable us to deliver homes our customers love to live in. We are now moving into seeking external assurance on the milestones we have delivered so far, and assurance that we are achieving our intended outcomes.

Financial stability

We remain financially strong, and Fitch maintained our A credit rating in October 2024. The ratings agency revised the outlook from 'stable' to 'negative'. Fitch's rating of A with negative outlook recognises that, against the continuing challenging macroeconomic environment, A2Dominion remains a good investment with a strong ability to meet its financial commitments.

Colleague engagement

Our colleague engagement results dipped from 78% to 70% (March 2025). This figure is based on how colleagues feel in terms of pride to work for the A2Dominion, caring about the future and whether they would recommend A2Dominion as a good place to work. These results, have fed into the Wellbeing action plan, targeting how to better support employee wellbeing and improve engagement.

Equality, Diversity & Inclusion (ED&I)

This year we have:

- Further narrowed the mean gender pay gap in the past 12 months from 20.9% in 2023 to 17.4% in 2024.
- Published our ethnicity pay gap, a slight increase from 2023 from 16.99 to 17.20%.
- Appointed an Early Talent Manager who has implemented a more targeted apprenticeship programme to both grow our talent and bring in new talent where there are specific skills gaps.

- Launched our second inclusive resourcing training module, focusing on disability awareness. The module is designed for hiring managers and recruiters with practical knowledge to create a more inclusive hiring process for candidates to feel valued and supported throughout the recruitment process.
- Completed our first reverse mentoring programme between our CEO and colleagues. Two of our female ethnically diverse employees had several mentoring sessions providing insight and alternative perspectives on a range of topics.
- Continued to offer flexible and hybrid working options as part of our employee value proposition. This provides an attractive offer for those seeking a healthier work-life balance, offering a reduced commute and increased flexibility around personal commitments. It also offers us greater access to talent across the country.

Digital transformation and cyber security

This year we've created a new technology roadmap to support delivery of our improvement plan and better equip us to provide quality homes and services to our customers. As part of the roadmap we will be procuring a new housing management system and delivering improvements to our customer experience through a new omni-channel platform.

Over the course of the year we also implemented new ways of working for how we manage data across our organisation. As we roll out new devices and change our current operating systems, we will improve our user experience by providing our colleagues with modern tools that can help them improve service delivery.

Cybersecurity remains a key priority and we continue to improve our cyber security through our dedicated cyber team. This year we retained our Cyber Essentials Plus certification, providing assurance around our security systems and controls.

At the beginning of 2025 we started piloting use of AI through Microsoft's CoPilot and Microsoft Agent to help us not only to improve productivity but to expedite implementation of solutions to solve complex problems such as managing complaints. We are also exploring predictive modelling for complaints and then potentially for damp and mould.

We have embarked upon a new project to implement 'Best of Breed' Housing Management System that will not only improve our internal colleagues' experience but facilitate improved service delivery to our customers.

Environmental, Social and Governance (ESG) reporting

We published our fourth ESG report in 2024, showing our commitment to sustainability and highlighting the progress we're making to improve customers' homes.

Overall, more than 80% of all our homes are now rated EPC C and above, this is a marked improvement from just five years ago when the figure stood at 56%.

Looking ahead

From 2025/26 and in the years ahead, we will:

- Drive efficiency to manage down costs in proportion to our income.
- Ensure our IT and data systems provide maximum benefit for our customers and colleagues.
- Continue our Equality, Diversity & Inclusion plan.
- Be more accessible and responsive for our customers.

We will develop a Digital, Data & Technology (DDaT) strategy which will be underpinned by our Technology Roadmap. We will also develop a detailed Digital Strategy and that sets out our roadmap to transform customer experience through deployment of innovative technology.

Risk management

Risk management in delivering our objectives

A2Dominion Housing Group recognises that it operates in a world of uncertainties with inherent risks present in all it does. The effective management of our risks remains key to the achievement of our strategic, operational, and compliance (including customer safety) objectives, thereby fostering sustainable growth and long-term value. Risk management has been a key area of focus over the financial year.

Risk management framework

The Board of A2Dominion Housing Group (the Board), as the parent Board, holds ultimate responsibility for risk oversight. Its members bring a blend of skills, expertise and experience to the Board's risk considerations. The Board and its committees regularly consider strategic risk with a focus on those strategic risks considered most likely to crystallise and/or have a significant impact on the achievement of A2Dominion's strategic objectives.

The Group Board has delegated to the Audit, Risk, and Assurance Committee (ARAC) a responsibility for reviewing A2Dominion's risk management processes to ensure their adequacy and effectiveness. The ARAC considers A2Dominion's strategic risks, sector risks and any emerging risks at each meeting.

The Executive Management Team (EMT) is responsible for executing the Group's strategy and managing risks across all A2Dominion's activities. The EMT emphasises the importance of a strong risk culture, which is being embedded throughout the organisation.

A new risk strategy was approved by the Board in January 2025. Its purpose is to embed effective risk management across A2Dominion so that it becomes an integral part of how we operate and our culture. The Board and the EMT recognise that managing risk is critical to ensuring A2Dominion's resilience and it's short, medium and long-term success in a challenging and ever-changing environment. The strategy takes a pragmatic approach that supports excellent customer service throughout A2Dominion in this period of significant change. It deliberately does not set out a 'one size fits all' approach, instead it is tailored to broad role types within the organisation. So, whilst everyone who works for A2Dominion has a responsibility for risk management, how colleagues identify and communicate risks and how those risks are then managed and/or escalated will vary depending on the role. The focus of the strategy in the early part of 2025 was on strategic risk, the wider implementation plan that supports the operation risk elements of the strategy are now being rolled out across the wider organisation.

Risk appetite

The Group Board has overall responsibility for defining our risk appetite: the degree and type of risk it is prepared to take to achieve our overall objectives. This is set within the context of the rapidly changing external environment including regulatory, political, economic, and environmental change, all of which can have significant and immediate impacts on our business.

The Board reviewed its risk appetite in a workshop session in June 2025. Its risk 'boundaries' include quantitative measures such as financial golden rules and lender covenant requirements as well as qualitative boundaries for areas such as health and safety; customer service and repairs; and legal and regulatory compliance.

We continuously monitor our effectiveness in managing risk, enabling us to take swift and appropriate action arising from changes in the operating environment and to ensure we remain within the risk appetite levels determined by the Board.

The key strategic risks which the Board considers pose a threat to delivery of strategic priorities as at 31 March 2025, together with summary key controls are set out below.

Key risk	Key controls in place
Customer safety: non-compliance with legal/regulatory requirements, a major event injury or fatality. Our homes do not meet legal or compliance requirements (including LLH&S, HHSRS/Decent Homes) and/or building safety standards.	• Reporting and scrutiny of Landlord H&S KPI suite. • Policy and management plans that define frequency of compliance checks. • Competent staff and contractors carrying out compliance checks. • Programme to address External Wall System (EWS) non-conformances, and monitoring of delivering programme. • Root cause analysis post adverse events (e.g. fires). • Stock condition surveys.
We do not turn around our repairs service quickly enough, we continue to have an Ineffective repairs service: dissatisfied customers, poor quality homes and/or poor VfM. Our repairs service, and our management of that service, do not deliver repairs to time, quality or cost.	• Board/committee scrutiny of KPIs used to measure delivery progress/ trajectory. • Performance improvement management of key contractors. Monitoring and reporting of performance to committees and Board. • Repairs Improvement Group, chaired by the CEO, in place to oversee the delivery of the repairs improvement plan (in place since April 2025). • Task teams (Contractor and A2Dominion) in place to reduce overdue jobs. • Scrutiny of management account variances by Finance and Repairs directors.
Long term financial position not robust, due to a sudden requirement for unplanned calls on liquidity.	• Quantification of impact of specific risks on liquidity. • 18 months liquidity cover monitoring of committed spend. • Performance Clinic scrutiny, including risks and opportunities reporting to identify potential material unplanned calls on cash. • Disposals plan in place.
IT Systems not fit for purpose. The business cannot operate efficiently or effectively.	• Structured review and change request in place for A2Dominion's systems. • Analysis of high-level requirements for new Housing Management System. • IT Senior Leadership Team risk and service performance reviews.

Key risk	Key controls in place
Incomplete and/or inaccurate data - Asset and/or customer data (including rents and service charges) is incomplete and/or out of date resulting in potentially poor decision making, poor customer service and regulatory non-compliance.	• Savills stock condition surveys provide accurate stock data. • Data configured into Purview, enabling us to review data lineage. • Post data configuration, scanning of PowerBI workspaces, Dataverse entities, and a SQL database to document the end-to-end process of what makes up our live Complaints, Repairs and Damp and Mould reports. • Data quality reviews, by way of over 200 validation rules. • Requirement to assess data quality when providing Board, Committees, and EMT reports.
Non-delivery of VUAP outcomes and wider regulatory compliance - including FFP lessons learnt, s54f etc resulting in loss of Board and regulator confidence,	• Check and challenge sessions by priority of delivery of milestones and outcomes. Key issues and risks then escalated to Delivery Group. • Delivery Group and Board Recovery Group scrutinise delivery of milestones, outcomes, risks and issues to ensure we are making the difference intended. • External reviews of consumer regulation compliance and related action plan, reported to Customer Service Committee and Board. • Third-party assurance review progress presented to Delivery Group & Board Recovery Group. • Delivery Group updates on evidence adequacy.
Information /cyber security breach – A2Dominion suffers a breach of information security or a wider cyber security event and our related recovery and BCP processes are inadequate to manage these.	• Vulnerability and Patch Management / Firewall Defences / Proactive Threat Detection and Monitoring / Multi-Factor Authentication. • Penetration testing. • Application of standardised security baselines across all devices, servers, and cloud environments/ Cleaning up outdated or unused accounts and devices across Active Directory and Azure AD. • Kroll security threats monitoring. • Security awareness campaigns / educational awareness.
Customers do not see/feel improvements to our services. We cannot transform our existing services fast enough to deliver to their expectations, they do not view us as a customer-centric organisation.	• Customer voice at board and Customer Service Committee (CSC) provides direct challenge to service improvement (e.g. repairs/ complaints performance). • Customer engagement in future digital products through concept testing with app developers. • Scrutiny of customer complaint responses and outstanding actions at Head of Service, Executive Management Team and CSC levels. • Monthly review of top 5 complaint themes lessons learnt, all customer insight and development of rapid improvement plans to address key themes. • Action plan in place to meet consumer regulation requirements.

Key risk	Key controls in place
Poor performance leading to non-delivery of business objectives and targets: we lack sufficient capability and capacity in business-critical areas to deliver to board's expectations.	• Reporting of KPI dashboards. • Financial performance vs budget review and corrective actions identified monthly by directorate SLTs and Executive Management Team at Performance Clinic. • Management out of serial underperformers including through levelling conversations. • Refreshed business planning process to support target setting for financial performance and effective risk management introduced 2025 (department plans and service plans) including financial, performance, and risk management.
Our programme and project governance is not fit for purpose – we do not have, or put in place, robust governance processes for change programmes and projects (e.g. customer, repairs, systems etc). We therefore do not learn from past mistakes.	• Individual programme boards now in place for Customer and Property programmes. • Delivery Group (covers the VUAP).
Cultural misalignment: we don't succeed in promoting a culture that encourages colleagues to raise issues or concerns. As a result, Executive/Board do not identify key risks and issues on a timely basis.	• Scrutiny of Wellbeing survey /Your View by GPR and corrective actions identified. • 1-1s held and acted upon. • Objectives being set and monitoring of A2Dominion behaviours. • Roadshows, monthly Executive Management Team live sessions and Chief Officer staff briefings to help reinforce and embed A2Dominion behaviours.

Financial performance summary

The sector challenges of previous years remain, with the continuing impact of economic uncertainty and high levels of inflation. These factors have significantly impacted the sector finances including debt financing, insurance premiums, maintenance, and construction. The increase in construction activity has further driven up scheme costs, putting pressure on project viability and making it more difficult to deliver developments within budget and increases in maintenance including costs for building safety and damp and mould impacting operational costs.

The Group looks at various ways to mitigate these pressures and is assisted by a balance sheet that remains robust, underpinned by strong liquidity and over £3.5 billion in assets and investments. Additionally on the cost front a range of initiatives have already been implemented to reduce costs. While progress has been made—particularly with cost reductions embedded in 2023/24 and 2024/25 with further savings planned for 2025/26—there is still more to do. These cost-saving measures are beginning to take effect, with increases in operating costs stabilising after the significant increases seen in previous years. These efforts are key to enabling reinvestment in the Group's strategic priority areas.

The Group's overall surplus and operating surplus was supported by a significant stock disposal of temporary accommodation units to Westminster City Council (WCC). Beyond this, the underlying operating performance has shown improvement. At the same time, the Group has maintained its commitment to investing in the maintenance of its housing stock, ensuring homes remain safe and well-maintained. However, these overall financial benefits were adversely affected by downward valuation movements in both freehold investments (due in part to regulatory uncertainty creating declining yields on ground rent portfolios) and investment properties (due to a mix of economic, regulatory and market driven factors including increased borrowing costs, inflation, cost of living pressures and mortgage affordability). A deferred tax credit in year has partially offset these downward valuation movements.

Group statement of comprehensive income and expenditure	2025 £m	2024 £m
Turnover	421.5	399.6
Cost of sales	(82.1)	(86.5)
Operating costs	(275.5)	(293.9)
Surplus on sale of fixed assets	116.5	27.4
Share of jointly controlled entity operating profit	5.3	2.1
Operating surplus	**185.7**	**48.7**
Operating margin	44.1%	12.2%
Net interest charges	(64.9)	(61.5)
Surplus/(Deficit) after interest charges	**120.8**	**(12.8)**
Change in fair value of investments	(10.0)	0.1
Movement in fair value of financial instruments	2.1	2.5
Movement in fair value of investment properties	(12.9)	(14.5)
Tax on surplus/(deficit) on ordinary activities	16.8	4.6
Non-controlling interest	(0.4)	(0.9)
Surplus/(Deficit) for the financial year	**116.4**	**(21.0)**

Turnover for the year increased by 5.5% (2024: 2.7%), driven primarily by growth in social housing lettings income. Additional contributions came from joint ventures and property sales. The Group reported an overall surplus of £116.4 million for the year, compared to a £21.0 million deficit in 2024.

Operating surplus rose significantly by £137.0 million (2024: £5.3 million). Excluding a one-off stock transfer gain of £102.2 million included in surplus on sale of fixed assets, the Group has achieved an operating profit of £83.5 million - up £34.8 million from the previous year, representing a 71.5% increase.

Operating costs remain under pressure from inflation and supply chain challenges. However, through effective cost control and strategic initiatives, most areas experienced increases below the rate of inflation. Operating costs in total fell by £18.4 million, a 6.3% reduction (2024: 8.6% increase) and excluding impairments year on year, operating costs rose by 3.1%.

As outlined in last year's annual report, the Group has undertaken a comprehensive review of its cost base and continues to implement initiatives aimed at reducing expenses. These efforts support targeted investment in areas of greatest need and reinforce our commitment to improving customers' homes and delivering high-impact services.

Although the overall development pipeline is contracting - mitigating some financial risks - the Group continues to assess the viability of new schemes. This year, £0.7 million in development costs were written off (2024: £1.5 million), and scheme impairments totalled £0.8 million (2024: £12.6 million), included in cost of sales. The Group also completed 169 unit sales (2024: 281).

Investment in and maintaining our existing stock remains a priority, with £91.4 million spent on responsive repairs, planned maintenance, and major works on our social housing stock (2024: £96.8 million).

Net interest charges increased by £3.4 million compared to the previous year, which had benefited from a £5.4 million finance cost credit from the repayment of a bond at a discount. Interest payable on borrowings decreased by £5.3 million, reflecting a year-on-year reduction in total loans and borrowings of £96.5 million.

Group statement of financial position	2025 £m	2024 £m
Fixed assets and investments	3,419.7	3,574.9
Current assets	362.7	240.6
Creditors including loans and borrowings	(1,639.5)	(1,767.6)
Deferred grant	(1,002.3)	(1,030.7)
Non-controlling interest	(2.0)	(1.6)
Net reserves	**1,138.6**	**1,015.6**

Fixed assets and investments declined year on year, primarily due to the disposal of units under the stock transfer and downward revaluations and impairments of investments. Additionally, investments in jointly controlled entities decreased as several partnerships approached their conclusion.

With the development pipeline reducing, current assets were affected by a reduction in work in progress. However, the overall level of current assets increased, largely due to funds receivable from the stock transfer sale (received in April 2025).

Total creditors decreased compared to the previous year, reflecting a reduction in loans and borrowings as well as a decline in deferred capital grant liabilities.

Value for money performance

Our Value for Money (VfM) commitment remains firmly centred on delivering high-quality services and support to our customers, despite ongoing financial pressures across the housing sector. These challenges have influenced the performance of our efficiency indicators. However, as we continue to embed cost-saving initiatives and implement process and system improvements, we expect to see steady progress. Promisingly, this year has already shown early signs of improvement, as outlined below.

Our Corporate Strategy 2023-30 underpins our VfM approach, setting out our strategic priorities and guiding our decision-making. This is further reinforced by our VfM statement, which outlines how we deliver VfM through the implementation of our strategic objectives.

We recognise that VfM is not solely about reducing costs - it's about maximising the impact of our resources. This means making investment decisions that align with our strategic goals and support the delivery of meaningful outcomes. Through this approach, we aim to provide and manage homes and services that meet a diverse range of needs across our communities.

Approach

Our strategic priorities are designed to ensure the Group delivers VfM by focusing on the following key areas:

- **Engaging with customers and stakeholders** to guide investment decisions, ensuring our core services and communities remain the focus of our efforts.
- **Enhancing data and oversight** of our housing stock to maintain properties to a consistently high standard.
- **Streamlining operations** by simplifying business processes, clarifying roles and responsibilities, and improving the efficiency and effectiveness of our systems.
- **Embedding accountability**, ensuring managers are responsible for delivering measurable returns on investment, and fostering a strong organisational culture aligned with the principles of economy, efficiency, and effectiveness as outlined in the VfM Code.
- **Maximising income** by exploring new revenue streams and optimising the use of the Group's assets and resources.
- **Maintaining quality while controlling costs** through strategic procurement, partnerships, benchmarking against peers, and identifying opportunities for organisational efficiencies.
- **Ensuring commercial reliability and sustainability**, with a focus on predictable and profitable outcomes from our commercial ventures.

The following table aligns our strategic priorities with supporting priority actions over the life of the corporate strategy.

These priority actions will contribute to improving the Group's performance against the VfM metrics reported below. The performance for the year against our strategic priorities can be seen in our strategic report.

Strategic priorities	Looking ahead we will:
Homes and neighbourhoods that are safe, high quality and sustainable.	• Deliver our continuous programme of improving homes. • Completing building safety cases and action plans for tall buildings to meet the requirements of the Building Safety Act. • Ensure that we understand and fully comply with all property safety requirements. • Accelerate redevelopment of homes and estates that are not economically viable.
Customer care: respond and resolve with respect.	• Continue to measure Tenant Satisfaction Measures and use customer insights from these surveys to better understand and improve services. • Continue to improve our complaints handling and response processes. • Provide a digital roadmap so that we can solve standard questions and transactions through digital means quickly and easily for customers. • Undertake focused work to improve the customer experience for leasehold customers.
Development to meet housing need.	• Deliver our existing build programme as forecast providing high quality, sustainable affordable homes. • Work towards ensuring our Regeneration & Development Business Plan is self-financing to support business objectives. • Continue our programme of disposing non-core assets in order to deploy more of our capital in support of our social housing activity. • Undertake regular reviews to ensure projects continue to meet targets and required returns to fund our affordable homes. • Investigate new ways of funding and building and funding with key stakeholders.
A strong, sustainable and effective organisation.	• Drive and embed organisational efficiency to manage down costs in proportion to our income. • Ensure IT and data systems provide maximum benefit for our customers and colleagues.

Assessing value for money

Value for money is monitored through a range metrics including those required by the Regulator for Social Housing. We use a sector-wide efficiency scorecard that has been developed to allow for consistent measures to highlight how an organisation is performing against key efficiency measures. These include the nine measures contained within the VfM Standard set by the Regulator of Social Housing. These indicators provide an overview of the Group's efficiency in relation to business health, development capacity, outcomes delivered, effective and active asset management and operating efficiencies against 2023/24 results for us, the median of the G15 peer group and sector (source: Regulator of social housing - Value for money 2024 benchmarking tool).

The metrics used in the sector scorecard are as defined by the Regulator of Social Housing and do not in all cases match our own covenant or internal metrics disclosed elsewhere in the annual report.

	A2Dominion			G15 Group median	Sector median
	2025		2024		
	Actual	Target	Actual		
BUSINESS HEALTH					
Operating margin overall	15.1%	17.1%	4.8%	12.4%	18.5%
EBITDA MRI interest cover	88.6%	93.4%	14.2%	44.1%	122.0%
Social housing margin	24.7%	19.2%	18.0%	23.0%	20.4%
DEVELOPMENT CAPACITY					
New supply delivered: social housing units (as a % of social units owned)	1.7%	1.9%	1.0%	1.2%	1.4%
New supply delivered: non-social housing units (as a % of units owned)	0.7%	0.0%	0.5%	0.2%	0.0%
Gearing	50.3%	50.9%	52.7%	49.9%	45.6%
OUTCOMES DELIVERED					
Reinvestment	2.4%	2.0%	4.3%	6.0%	7.7%
EFFECTIVE ASSET MANAGEMENT					
Return on capital employed (ROCE)	5.2%	2.4%	1.4%	1.9%	2.8%
OPERATING EFFICIENCIES					
Overall social housing cost per unit (£)	7,329	7,768	7,652	6,800	5,136

Business Health - Current performance: The operating margin has improved compared to 2024 for both the Group and the G15 median, although it remains below the sector benchmark. The result fell short of our internal target, primarily due to higher-than-budgeted expenditure on both routine and planned repairs. The social housing margin showed improvement against both the previous year and our target, benefiting from increased income year-on-year while costs remained relatively stable. EBITDA MRI interest cover also improved compared to 2024 and the G15 median, but again did not reach the sector average. This metric came in below target due to lower-than-expected rental income and higher repair costs.

Business Health - Future performance: These metrics are projected to stabilise and improve over the next five years as efficiency and process improvement initiatives become fully embedded. However, similar to previous years, they will continue to face pressure due to increased investment in fire and building safety works, along with potential impacts from broader external economic factors.

Development Capacity -Current performance: Gearing has continued to decline year-on-year, reflecting the Group's reduced borrowing. It is now slightly ahead of target and remains comfortably within lender covenant limits. However, it still sits above the average for both our peers and the wider sector.

The Group delivered 925 units this year, representing an improvement on the previous year. The proportion of social housing units delivered also increased, outperforming 2024 against our and the G15 result and marginally ahead of the sector.

Future performance: Future unit delivery is expected to decline significantly in absolute terms. However, gearing is projected to continue its downward trend over the coming years, falling below the average level of our peer group as the level of debt decreases. Importantly, our gearing remains well within the limits set by our lending covenants.

Outcomes delivered - **Current performance**: The reinvestment metric is on track, reflecting the expected decline in development activity that has been offset by increased investment in major and planned repairs, including fire safety remediation works.

Future performance: Reinvestment levels will be influenced by the reduction in the development pipeline, though this will continue to be offset by increased investment in maintaining existing properties. Over the next few years, reinvestment is forecast to remain broadly in line with, or slightly below, 2025 levels.

Effective Asset Management - Current performance: Our Return on Capital Employed (ROCE) was positively impacted by the disposal of temporary accommodation, resulting in a significantly higher figure compared to 2024. Excluding this one-off effect, the underlying ROCE would be 2.4%—still an improvement on our 2024 performance and that of the G15, aligning with our internal target, though remaining below the sector average.

Future performance: ROCE is expected to remain stable over the coming years, reflecting the continued generation of surplus from our core activities, even as development activity declines.

Operating Efficiencies - Current performance: Our overall cost per unit for social housing has stabilised this year, showing an improvement compared to both 2024 and our internal target. While it remains above the G15 average and the sector benchmark, this year marks the first clear indication that our cost reduction efforts and process reviews are beginning to deliver results.

Future performance: This metric will continue to face pressure from broader economic challenges and our ongoing investment in property maintenance, particularly in building safety. These factors are expected to remain key influences across the housing sector. However, from 2025/26 onwards, we anticipate a positive shift as the benefits of our targeted efficiency measures begin to materialise

Treasury review

The Group has a formal treasury management policy, which is regularly reviewed and approved biennially by the Group's Finance Committee (last approved in March 2025). The purpose of the policy is to establish the framework within which the Group seeks to protect and control risk and exposure in respect of its borrowings and cash holdings. The treasury policy addresses funding and liquidity risk, covenant compliance and interest rate management. The Group holds floating rate loans which expose it to interest rate risk. To mitigate this risk the Group uses interest rate swaps (see page 113).

The Group has five active borrowers: A2Dominion Homes Limited, A2Dominion South Limited, A2Dominion Residential Limited, A2Dominion Developments Limited and A2Dominion Housing Options Limited. The Group has two active funding vehicles, A2Dominion Housing Finance Limited, which on-lends a £50 million loan directly to A2Dominion South, and A2D Funding II PLC, which lends a retail bond issue of £150 million to the Group's parent company A2Dominion Housing Group Limited. A2Dominion Housing Group has loan facilities and has issued bonds, the proceeds of which are on-lent to the above borrowers.

Borrowings and arranged facilities as at 31 March 2025 can be summarised as follows:

	Arranged £m	Drawn £m
A2Dominion Homes Limited	619.2	356.1
A2Dominion South Limited	684.1	546.8
A2Dominion Housing Options Limited	119.8	119.8
A2Dominion Residential Limited	218.7	218.7
A2Dominion Developments Limited	81.1	81.1
A2Dominion Housing Group Limited	120.6	120.6
	1,843.5	1,443.1
Fair value adjustment of loans arising on consolidation[1]		7.9
Loan issue costs		(4.9)
Bond discounts		(0.6)
Net debt (note 25)		**1,445.5**

As at 31 March 2025 the percentage of fixed and index linked loans to variable was as follows:

	Fixed or index linked %
A2Dominion Homes Limited	79.6
A2Dominion South Limited	99.0
A2Dominion Housing Options Limited	100.0
A2Dominion Residential Limited	100.0
A2Dominion Developments Limited	100.0
Weighted Average for Group	**90.4**

[1] As part of acquisition accounting, in 2009 when A2 Housing Group Limited acquired Dominion Housing Group Limited the loans held by the acquired entity were remeasured to their fair value as of the acquisition date. This adjustment reflects changes in market interest rates, credit risk, and other relevant factors that affect the present value of expected future cash flows. The fair value adjustment resulted in a net increase, which has been recognised in the consolidated financial statements. This adjustment is amortised over the remaining term of the respective loans.

Current liquidity

It is the Group's normal policy not to hold significant cash balances but to ensure that loan facilities are in place to fund future liquidity requirements. Any excess cash is invested with a number of counterparties at competitive rates of interest. This is until the funds are required to meet the commitments within the long-term financial plan.

Cash and bank balances at 31 March 2025 were £50.0 million (2024: £45.5 million).

Net current assets were £150.6 million (2024: £9.5 million). Additionally, as at 31 March 2025, the Group had available facilities in place to borrow a further £400.4 million (2024: £351.1 million). The Group's liquidity therefore remains strong and is the cornerstone of the Group's risk management strategy to ensure that it remains liquid in a potential market downturn.

Loan covenants are primarily based on interest cover and gearing ratios. Interest cover is after adding back housing property depreciation and impairment on housing properties and includes surpluses from sales but excludes capitalised interest. Interest cover and gearing covenants only apply to the two largest Group entities, A2Dominion Homes Limited and A2Dominion South Limited and these were comfortably met throughout the year. Both companies derive most of their income from rented social housing. There are no other Group entities with either interest or gearing covenants, nor are there any Group level interest or gearing covenants.

The Group's loan covenants are all structured in line with FRS 102 apart from one which is yet to be migrated and contains a frozen UK GAAP clause.

Accounting policies

The principal accounting policies of the Group are set out on pages 71 to 81.

Governance

Board and committee structure

A2Dominion Housing Group Limited is the parent of the Group, it has overall control of all subsidiaries within the Group. The Group Board (the 'Board') provides strategic leadership, it acts in its best interests of the Group with a view to promoting the long-term success and financial viability of A2Dominion for its residents, other customers, staff and stakeholders.

The Board sets the strategic direction for the Group. It monitors compliance with charitable objectives, legal and regulatory requirements and the achievement of outcomes for residents, other customers, staff and stakeholders. Key matters reserved for Board approval include the vision, mission and values of the Group, the long-term financial plan, the annual budget, the overall risk approach and framework and the scheme of delegations.

The Board delegates specified matters to its five committees. There were no changes to the committee structure during the year but the Governance and Remuneration Committee was renamed during the year as Governance, People and Remuneration Committee to reflect its focus on people matters through a period of significant change.

Other than the Governance, People and Remuneration Committee, all committees include independent members. The Customer Service Committee also includes resident members.

The Board was delighted to co-opt Coretta Scott as a resident member of the Board in January 2025. Due to work commitments, Rachel Bowden stepped down as Senior Independent Director (SID) in late March 2025 and Elaine Elkington was appointed by the Board to the role.

Group Board				
Audit, Risk & Assurance Committee	Customer Service Committee	Finance Committee	Governance, People & Remuneration Committee	Strategic Development & Asset Committee

	Remit	Key areas of work completed during the year
Group Board	Leads the Group, oversees its activities and sets the Group's vision, strategies, plans and resources and directs its business. The Board exercises effective control across the Group to enable it to achieve its objectives and ensure that it acts lawfully and in accordance with generally accepted standards of governance, performance and probity. The Board oversees the work of each Committee and is responsible for establishing each committee's terms of reference. In accordance with the adopted Code of Governance, which is the NHF Code of Governance 2020, the Board has a number of matters reserved to it. While it may delegate review of these to other bodies, only the Board may approve decisions.	During the past year, the Group Board has considered and approved the following key matters: • The Voluntary Undertaking and Voluntary Undertaking Action Plan (VUAP) - see Board Recovery Group section below. • The business case for implementing the new Customer and Community Operating Model 2025/28. • Repairs policy. • Prioritisation Policy. • Rent Policy and Rent Setting Policy. • Annual Complaints Performance & Improvement Report 2023/24. • Golden Rules and Key Financial Risk Indicators. • Long Term Financial Plan. • The consolidated Group Budget for 2025/26.

	Remit	Key areas of work completed during the year
	The Board approves the strategy and supporting plans in which its committees operate. Anything that falls outside a Board-approved strategy is brought back to the Board to approve or reject.	• The Risk Management Strategy, implementation plan and policy. • Disposal of the Westminster Temporary Accommodation portfolio to Westminster City Council. • Group Asset Disposal Policy. • Cancellation of the Fit for the Future (IT) Programme. • Climate Resilience Strategy.
Board Recovery Group	Board Recovery Group is made up of all Board members. It has a terms of reference specific to the Voluntary Undertaking (VU) in recognition of the VU's importance to A2Dominion. ***Its responsibilities include:*** Scrutiny of the delivery of the Voluntary Undertaking Action Plan (VUAP). Monitoring the highlight reports that are presented by the Chair of the Delivery Group (the CEO). Approving any change requests made via the Delivery Group to the VUAP including requests for extensions for specific actions. Approving any additions and deletions to the VUAP. Approval of the identified assurance for specific actions and commissioning of any third-party provider.	The Board, constituted as the Board Recovery Group (BRG), oversees progress to the VUAP. During 2024/25 it met monthly other than in months where the Group Board was already meeting. BRG considered and approved key matters within its terms of reference, including: • Progress to delivery of VUAP milestones and outcomes. • Proposals for any changes to the VUAP, including changes to delivery dates. • Key risks to delivery of the VUAP.
Audit, Risk & Assurance Committee	The Audit, Risk and Assurance Committee has been established by the Group Board to undertake the detailed examination and review of matters set out in its Terms of Reference and either make recommendations to the Board or, on delegated matters, to approve recommendations made to it. ***Its responsibilities include:*** Scrutiny of the Group's Statutory Accounts prior to consideration by the Group Board. Review of appointment, terms of reference, conduct and performance of the External Auditors and the Internal Auditors. Ensuring there is an overall process for an effective internal control system. Having in place and maintaining an effective system in relation to the Group's risk	Key areas of activity during the year included: • Oversight of a third-party review of the Risk Management Framework. • Review, and recommendation to Board, of the Risk Strategy, implementation plan and policy. • Scrutiny of the lessons learnt report on the Fit for the Future Programme closure, and proposed next steps. • Detailed scrutiny of compliance with landlord health and safety matters. • Scrutiny of areas of the VUAP applicable to the committee's remit. • Approval of the Group's insurance arrangements. • Approval of the IA plan. • Oversight of delivery of the internal audit plan for the year and scrutiny of individual reports. • Scrutiny of delivery of IA actions to ensure they are delivered.

	Remit	Key areas of work completed during the year
	identification and management. Ensuring that the Group has in place appropriate controls to safeguard assets. Ensuring the Group complies with the Governance and Financial Viability, Rent, and Value For Money Standards set by the Regulator of Social Housing. ***Its accountabilities include:*** Ensuring that the Group has in place an appropriate Confidential Reporting ("whistle blowing") policy which allows staff, in confidence, to raise concerns about possible impropriety in matters of financial reporting, financial control or any other matter relating to the Group's activities. The provision of internal audit services for the Group. The Group's compliance with the requirements of legislation and regulatory requirements in respect of health and safety matters. Ensuring that the Committee receives adequate financial and business management reports to scrutinise performance.	• Oversight of all matters relating to external audit including approval of the plan and scrutiny of the audit completion report. • Oversight of a joint (BDO/A2D) lessons learnt report covering the external audit 23/24. • A deep dive into our JV Responsive Repair Service. • Approval of the adoption of a Living Will. • Approval of the Director's Assurance Statement template and approach. • Oversight of the work to improve our partnerships with managing agents, • Undertook a review of A2D's response to the Procurement Act 2023. • Approved the revised Whistleblowing Policy. • Recommended a suite of H&S policies to Group Board for approval
Customer Service Committee	The Committee takes the lead on all customer matters across all tenures, including customer satisfaction and performance against customer measures – for example neighbourhood satisfaction and complaints monitoring. It helps ensure A2Dominion is a customer-led business and that services are designed to make it easy for the customer to transact and access our services. The Committee's decisions are informed by customer insight. ***Its responsibilities include:*** Ensuring the Group complies with the RSH's Consumer Standards. Scrutinising proposals for customer performance indicators and targets for performance measures. Scrutinising safeguarding performance. Oversight of compliance with and performance against the Housing	Key areas of activity during the year included: • Scrutiny of the proposed new Operating Model for Customer and Neighbourhoods. • Scrutiny of areas of the VUAP applicable to the committee's remit. • Review of the new Performance and Assurance Framework. • Scrutiny of performance and assurance reports covering TSMs etc. • Scrutiny of compliance with the RSH's Consumer Standards. • Review of the Customer Engagement Framework. • Approving the Customer Scrutiny Group Scope. • Approving the ASB policy and reviewing associated mandatory training. • Reviewing the Repairs Policy. • Reviewing the Prioritisation Policy (which highlights resident vulnerabilities). • Scrutinising complaints performance. • Scrutinising rents. • Scrutinising actions in respect of the

	Remit	Key areas of work completed during the year
	Ombudsman Complaints Code. Ensuring the Customer Voice is taken into account in any decision-making. Reviewing and scrutinising responsive repairs policies prior to submission to Group Board. Monitoring of repairs performance. Oversight of the Committee's specific identified priorities in the Voluntary Undertaking. ***Its accountabilities include:*** Approving specified policies. Approving local and other service standards in line with agreed strategy following consultation with Customer Scrutiny Panels. Monitoring and review of customer service standards including performance indicators, diversity and inclusion and opportunities for customers to engage in services. Monitoring performance of complaints handling.	Housing Ombudsman Service Order s54f (damp and mould). • Risk reviews at each meeting.
Finance Committee	The Finance Committee has been established by the Group Board to undertake the detailed examination and review of matters set out in its Terms of Reference. ***Its responsibilities include:*** Examination of draft budgets prior to consideration by the Group Board. Examination and review of the Group's Tax Strategy prior to recommendation to the Board. Review of the Group's Treasury Strategy and Treasury Policy. Review of the Long-term Financial Plan prior to submission to the Board. Review of the results of stress-testing and annual scenario planning prior to submission to the Board. Oversight of the Committee's specific identified priorities in the Voluntary Undertaking. ***Its accountabilities include:*** Scrutiny of the Group's financial performance indicators.	Key areas of activity during the year included: • Scrutinising and recommending the 2024/25 and 2025/26 Long Term Financial Plan to the Group Board for formal approval • Recommending the budget assumptions for 2025/26 to the Group Board. • Reviewing the loan implications of a G3 grading. • Approving a recommendation on A2D Developments' borrowing limit. • Scrutiny of areas of the VUAP applicable to the committee's remit. • Overseeing the ongoing work on savings optimisation. • Reviewing Value for Money performance benchmarking. • Recommending the Annual Treasury Strategy 2025/26 and Treasury Management Policy for approval by Group Board. • Reviewing the Tax Strategy for 2025/26 and recommending to the Group Board. for approval. • Recommending the ESG report to Group Board for approval. • Risk reviews at each meeting.

	Remit	Key areas of work completed during the year
	Consideration and approval of the Group's borrowing and loan arrangements. Consideration and approval of the Group's investments. The Committee also acts as the Board for A2Dominion Housing Finance Limited and A2Dominion Treasury Limited.	
Governance, People & Remuneration Committee	The Governance, People and Remuneration Committee has been established by the Group Board to undertake detailed examination and review of the matters set out in its Terms of Reference. ***Its responsibilities include:*** Ensuring that appointments to the Board are in accordance with the Group's recruitment policies and procedures. Ensuring that remuneration to Board Members and Executive Directors is considered fairly, transparently and regularly. Ensuring the Group has sufficient arrangements for Board and Executive succession. Ensuring that amendments to the Group's governance documents are scrutinised. Ensuring that the Group has adequate arrangements for providing assurance of compliance with the adopted Code of Governance. Scrutinising proposals for performance indicators and targets for performance measures in areas relevant for the Committee (people and governance). Oversight of the development and implementation of the People Strategy. Oversight of the Committee's specific identified priorities in the Voluntary Undertaking.	The key areas of activity during the year included: • Overseeing the succession plan for board and committee members to ensure skills remain appropriate to corporate objectives. • Overseeing the appointment of a Group Board Member with lived experience, and a new Senior Independent Director. • Review of the board and committee member appraisal approach and process. • Overseeing the implementation of the Group's Board and Committee masterclass programme. • Overseeing a review of Non-Executive Director Remuneration. • Overseeing the development of a new People Strategy. • A review of staff benefits including bonus schemes, flexible benefits and pensions. • Scrutiny of areas of the VUAP applicable to the committee's remit. • Risk reviews at each meeting.
Strategic Development & Asset Committee	The Strategic Development and Asset Committee has been established by the Group Board to undertake the detailed examination and review of matters set out in its Terms of Reference. ***Its responsibilities include:*** Ensuring the Group has in place and achieves	The key areas of activity during the year included: • Regular review of strategic performance to KPIs and relevant TSMs. • Regular review of Building Projects and Building Safety. • Scrutiny of delivery to the disposals plan. • Scrutinising the proposed disposal of the

	Remit	Key areas of work completed during the year
	the requirements of: • The Regeneration & Development Business Plan supported by an Annual Development Programme • The Asset management strategy • The Asset Investment Programme • The Building Safety Programme Providing assurance to the Board that A2D has sufficient, up-to-date stock condition information. A clear approach to disposal of assets, A clear approach to disposal of assets within agreed criteria. Scrutinising variations to agreed schemes, projects or programmes above the range established within the Group's RACI matrix are fully considered. Validating that development, asset management and disposal programmes meet required standards and performance measures. Oversight of the Committee's specific identified priorities in the Voluntary Undertaking. ***Its accountabilities include:*** Approving variations to agreed schemes, projects or programmes within the range established within the Group's RACI matrix. Monitoring the delivery of the Building Safety Programme. Monitoring the delivery of regeneration programme and projects. Monitoring the delivery of property disposals.	Westminster Temporary Accommodation properties. • Review and scrutiny of delivery of the development programme, including JV performance. • Review and scrutiny of the strategic land portfolio. • Reviewing the plan and the outputs of the SHAPE model. • Recommending to Board the proposed Climate Resilience plan. • Recommending the Disposals Policy for Board approval. • Scrutiny of areas of the VUAP applicable to the committee's remit. • Risk reviews at each meeting.

Board of management

Alan Collett, Chair

Alan has an extensive background in private sector housing development, investment, and valuation. He was President of the Royal Institution of Chartered Surveyors (RICS) for 2012/13 and recently completed a 9-year term as Non-Executive Director of the Hyde Group, where he was Chair for the last three years. Previous non-executive roles include being a Board Member at the Empty Homes Agency, and Chairman of the British Property Federation Residential Committee. He is currently a director of M&G Residential Limited Partnership, an Honorary Fellow of the University College of Estate Management, an adviser to Hearthstone Investments and the home investor fund. With a strong interest in providing new homes, Alan was also a member of the National House Building Council for 9 years.

Rachel Bowden

Rachel is a Chartered Internal Auditor and the Founder and Director of Thinking Audit Ltd, providing governance and assurance support to a diverse range of organisations from local authorities to FTSE100 businesses. Rachel is our Chair of the Audit, Risk and Assurance Committee. Rachel was Senior Independent Director for all but the last week of 2024/25.

Elaine Elkington

Elaine is the owner and director of Elaine Elkington and Associates Limited, an independent consultancy business working in housing management, regeneration, strategy development, and organisational performance turnaround. Elaine was previously a Trustee and Governing Board member at the Chartered Institute of Housing and remains a fellow of the professional body. She is currently the Chair of the Housing 21 Group Board, a national retirement living specialist housing association. Elaine joined the Group Board and Customer Service Committee in February 2024 and was appointed Senior Independent Director in late March 2025.

Paul Fiddaman

Paul has over 30 years’ experience in the housing sector, and is the Group CEO of Karbon Homes, a housing association based in the North of England. Paul is a Chartered Accountant, and a very experienced non-Executive in the housing and charitable sectors. Paul is the current Chair of the Northern Housing Consortium, and the North East Housing Partnership. Paul joined the Group Board in April 2024 and is a member of the Finance Committee.

Andrew Kirkman

Andrew is Chief Financial Officer of CLS Holdings PLC, a FTSE 250 property investment company. Previously, he was Finance Director at Harworth Group PLC and Finance Director at Viridor, as well as Chief Financial Officer at Balfour Beatty Capital and Global Head of Corporate Finance at Bovis Lend Lease. Andrew is a Fellow of the Institute of Chartered Accountants and has an MA (Oxon) in Politics, Philosophy and Economics. Andrew is a member of our Finance Committee.

Emma Palmer

Emma is the Chief Executive of Eastlight Community Homes. She has also worked across a range of housing associations and local authorities including Greenfields Community Housing, East Thames, Estuary Housing Association and Moat. Emma is a Fellow of the Chartered Institute of Housing, Chair of Buildfast and, in June 2023, she was granted the Lifetime Achievement Award at Inside Housing’s Housing Heroes Awards. She joined the Group Board at A2Dominion in April 2024 and is the Chair of the Customer Service Committee.

Alex Roth

Alex has worked in the technology and digital space for over 20 years across a range of industries and organisations. He is a specialist in digital transformation, both from a technology and organisational change perspective. Alex was the Global Head of Digital Delivery for British American Tobacco before taking up the role of Chief Information Officer for Landsec. He is currently Chief Digital Officer at Informa. Alex is a co-optee on A2Dominion's Customer Service Committee and a member of the Audit, Risk and Assurance Committee.

Coretta Scott **(appointed 1 January 2025)**

Coretta is A2Dominion's first resident Board member, she has been a member of the Customer Service Committee since 2022 and involved in various resident groups since 2012. Coretta currently works as an Asset Project Delivery Manager at Notting Hill Genesis and has worked in various roles within customer services, neighbourhood services, housing services, project development and acquisitions. She is an experienced housing professional who has worked in the housing sector since 2006 and previously volunteered with Ealing Council as a School Appeals Panel Member, and with Shepherds Bush Housing as a Peer Supporter. Coretta is also the founder and director of Lena Maye Limited that creates luxurious haircare products and supports customers on their healthy hair journey, her haircare company was supported by A2Dominion's Enterprise Programme in 2017, and she gained the entrepreneur award in 2018.

Nigel Turner

Nigel has worked in the development and investment sector for over 30 years having previously been COO at McCarthy Stone and Executive Director for Developments, Property and Business Services at Kier Group. He is a chartered surveyor, with extensive experience in development and regeneration and a particular focus on operational excellence, quality, and customers. Nigel is Chair of our Strategic Development and Assets Committee. He is also on our Customer Services Committee.

Dennis Watson

Dennis has over 35 years' experience in the banking sector. His last role at Barclays was Managing Director and Head of Real Estate, leading teams that serviced the bank's UK commercial and residential property companies. He has also run teams focussed on structuring funding solutions for the Housing Association, Local Authority, Education and Project Finance sectors. Dennis is Chair of our Finance Committee and a member of our Strategic Development and Assets Committee.

Louise Wilson

Louise is a highly experienced people professional who has led the global people functions at high street retailers The Body Shop and Clarks the shoe company. She now works as an advisor, mentor, and leadership facilitator for various organisations. Louise is a supporter of the arts and is a Trustee on an arts-focused charity and is a member of several Boards; she sits on the Board and is Chair of the Remuneration Committee of Suffolk Group Holdings (Trading as Vertas Group); Louise also sits on the Board, Nominations Committee, Risk Committee and Chairs the Remuneration and People Committee of Saffron Building Society; and sits on the Board, Services and People committees of Thames Reach (a charity for people experiencing homelessness). Louise Chairs our Governance, People & Remuneration Committee.

Ian Wardle, Group Chief Executive

(See Executive Officers listings below for Ian's full profile).

Executive Officers

Ian Wardle, Group Chief Executive

Ian has overall responsibility for the management of A2Dominion. He joined the company in September 2022, having previously been Chief Executive at Thirteen Group since 2016. Prior to this, Ian was Managing Director of Reading Borough Council, Director of Regeneration Services at Redcar & Cleveland Borough Council, Project Director for the Sunniside Regeneration Project in Sunderland, and Development Director at Taylor Wimpey.

Tracey Barnes, Chief Finance Officer

Tracey is responsible for the financial and central services within the Group. She has over 35 years' experience in finance roles, including as a director at board level with experience in the social housing, consumer products and manufacturing sectors across four continents. Tracey previously worked at Sovereign Housing Association, where she was Chief Finance Officer. Prior to this, she worked at Diageo for 20 years, holding a number of roles including Chief Finance Officer of East African Breweries Ltd, Chief Finance Officer of Diageo Ireland, and Managing Director of Diageo Business Services India. Tracey joined A2Dominion in February 2023.

Kate Gascoigne, Chief Customer Officer

Kate's area of responsibility is customer facing services for the Group. She has almost 20 years' experience in the housing sector and has worked for 15 years as a turnaround consultant for large housing associations, contractors, and local government. Kate also spent five years as an Executive Director at two separate housing associations in the northwest, Irwell Valley and Your Housing Group. Kate joined A2Dominion as a consultant in February 2023 from Vivid Homes based in Portsmouth. She was appointed to the role of Chief Customer Officer on a permanent basis in December 2023.

Priya Javeri, Chief Information Officer **(appointed December 2024)**

Priya is responsible for the Group's Change & IT functions. With over 23 years' experience in IT and 10 years in senior leadership roles, she has extensive experience of technology-led transformations across both the public and private sectors. This includes with the London Borough of Enfield, Seetec, the Royal Borough of Kensington & Chelsea, Westminster City Council, and the London Borough of Waltham Forest.

David Matthewman, Executive Director of Special Projects

(appointed January 2025)

David is working to support A2Dominion's corporate priorities and business simplification. He has previously worked in operational, business improvement, transformation and digital roles in many sectors including housing, higher education, local and central government, law, insurance and retail banking. Amongst his career highlights he delivered one of the UK's first Internet banking services, was involved in the early days of ComparetheMarket.com and the forerunner to gov.uk and delivered significant transformation for the Open University.

Michael Reece, Chief Property Officer

Michael holds overall responsibility of all services relating to customers' property and the development side of the business, such as construction, sales, and marketing. He has over 35 years of experience in the housing sector and has worked for housing associations, contractors, and consultants. Michael joined A2Dominion from Savills in 2020, one of the most respected consultants in the sector. Prior to this he was Group Operations Director at Aster Group, where he worked for just under 12 years. Michael has a law degree and an MBA.

The Strategic Report was approved by the Board on 8 August 2025 and signed on its behalf by:

A Collett	DocuSigned by: Alan Collett CDF8A2A4760842B...	D Watson	Signed by: Dennis Watson B1291EC1E1AA4ED...	H Milne	Signed by: Hilary Milne A4E81D54404C4AA...
Chair		**Board Member**		**Secretary**	

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Streamlined energy and carbon reporting

The following information summarises the energy and carbon emissions for A2Dominion Housing Group, as required by The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018.

A2Dominion Housing Group's carbon emissions, using a location-based approach to calculating emissions, were 792.06 tonnes CO2e for 2024/25, this is 12% lower than in 2023/24.

A2Dominion Housing Group's carbon emissions, using a market-based approach to calculating emissions, were 601.34 tonnes CO2e for 2024/25, this is 11% lower than in 2023/24.

These include the emissions associated with electricity, gas, stationary combustion of diesel and travel in company and employee-owned vehicles.

A2Dominion Residential Limited and A2Dominion Developments Limited, are the two entities in the Group that meet SECR qualification criteria, and the data is therefore for these two entities alone. The data included below covers the reporting requirements detailed in the SECR regulations.

This summary has been compiled on the best available data at the time of production, in accordance with the baseline compliance SECR criteria for unquoted businesses with an annual energy consumption below 40 MWh, as it includes the total UK energy use of electricity, natural gas and direct transport (company-owned vehicles). This includes UK energy use, and the associated Greenhouse Gas (GHG) emissions, which are classified as:

Scope 1:

Activities for which the Group is responsible involving the combustion of gas, or consumption of fuel for the purposes of transport.

Scope 2:

The purchase of electricity by the Group for its own use, including for the purpose of transport.

Scope 3:

Emissions associated with third party logistics providers which occur at sources which A2Dominion does not own or control. Although not mandatory for inclusion in the SECR summary, Scope 3 emissions have been considered for "well to tank" of natural gas and diesel fuels and also for the transmission and distribution losses (T&D) element of delivered electricity.

Methodology

The SECR report relates to A2Dominion and covers the emissions from its operations from 1st April 2024 to 31st March 2025, aligning with the fiscal year.

The reported carbon emissions have been calculated following the guidance in the UK Government's Environmental Reporting Guidelines, 2019, and the methodology outlined in The GHG Protocol Corporate Accounting and Reporting Standard (revised edition). Carbon Emission factors have been obtained from the UK Government's GHG Conversion Factors for Company Reporting 2024.

An 'operational control' methodology has been adopted to outline the scope of carbon emissions reporting for A2Dominion Housing Group. Operational control refers to the ability of an organisation to direct the activities of a facility or operation. In the context of greenhouse gas (GHG) reporting, a company is considered to have operational control over a facility, if it has the authority to introduce and implement operating policies at that facility, regardless of ownership. This means the organisation is responsible for the GHG emissions from the 'operations it controls'.

This report includes the material carbon emissions, in line with the emissions categories, as required to be reported under the SECR regulations.

Table 1 includes a reduced 'net' carbon emission figure, the 'net' figure is based on our purchase of a 'contractual arrangement' for the supply of renewable electricity, the emissions reduction is reported as 'market-based'. This is voluntarily reported.

Energy efficiency initiatives

A2Dominion Housing Group is committed to continually improving energy efficiency and reducing environmental impact while operating as a responsible and sustainable business. Over the past year, we have undertaken several initiatives that will result in carbon emissions reductions for the company:

A2Dominion continue to purchase green electricity for our offices and all landlord supplies. Our main offices have been constructed within the last 10 years, but we have still completed an upgrade to the lighting at 113 Uxbridge Road.

A2Dominion purchases green electricity or 100% renewable backed electricity from Electricity Supplier EDF. A2Dominion is on green tariffs for its development sites, the sites are in Joint Venture with contractors who are responsible to get green certificates from suppliers. A2Dominion also generate its own electricity from solar panels from two of our offices.

Table 1 Greenhouse gas emissions by year (tonnes CO2e)

Activity Category	2024 (tCO2e)	2025 (tCO2e)	Percentage Change (%)	Actual Change (tCO2e)
Scope 1: Direct emissions from the operation of owned and controlled facilities and equipment				
Scope 1 Total (tCO2e)	663.26	601.30	-9.34%	-61.96
Scope 2: Indirect emissions from the production of purchased energy				
Scope 2 Location-Based Total (tCO2e)	229.06	190.72	-16.74%	-38.34
Scope 2 Market-Based Total (tCO2e)	0.00	0.00	-	0.00
Scope 3: Indirect emissions from the value chain				
Category 6. Business travel	10.69	0.05	-99.53%	-10.64
Scope 3 Location-Based Total (tCO2e)	10.69	0.05	-99.53%	-10.64
Scope 3 Market-Based Total (tCO2e)	10.69	0.05	-99.53%	-10.64
Total Gross Emissions - Location-Based (tCO2e)	**903.01**	**792.06**	**-12.29%**	**-110.94**
Total Net Emissions – Market-Based (tCO2e)	**673.95**	**601.34**	**-10.77%**	**-72.60**
Intensity Ratio tCO2e per Units in management Location-Based	0.03	0.02	-12.29%	0.01
Intensity Ratio tCO2e per Units in management Market-Based	0.02	0.02	-10.77%	0.00
Intensity Ratio tCO2e per FTE Location-Based	4.75	4.40	-7.41%	-0.35
Intensity Ratio tCO2e per FTE Market-Based	3.55	3.34	-5.81%	-0.21
Intensity Ratio tCO2e per Units in Development Location-Based	1.35	0.86	-36.66%	-0.49
Intensity Ratio tCO2e per Units in Development Market-Based	1.01	0.65	-35.56%	-0.36

From April 2024 to March 2025 the Intensity Ratio based on total Scope 1,2 and 3 emissions (location based) are as follows.

The intensity of 0.02 tonnes CO2e per Units in Management is -12% lower than last year. The intensity of 4.40 tonnes CO2e per FTE is -7 % lower than last year. The intensity of 0.86 tonnes CO2e per Units in Development is -36 % lower than last year.

Energy consumption

Annual quantity of energy consumed by the company, in the UK resulting from the purchase of electricity, combustion of gas and consumption of fuel for transport purposes.

Scope and Emissions Source Category	Energy Source	2024 (kWh)	2025 (kWh)	Percentage Change (%)	Actual Change (kWh)
Scope 1: Direct emissions from the operation of owned and controlled facilities and equipment					
Stationary combustion	Natural Gas	3,480,497.00	3,150,899.10	-9.5%	-329,597.90
Stationary combustion	Plant and Machinery Diesel	111,053.67	104,563.43	-5.8%	-6,490.24
Stationary combustion	HVO	4,965.50	0.00	-100.0%	-4,965.50
Scope 2: Indirect emissions from the production of purchased energy					
Generation of purchased energy	Electricity - Location Based	1,106,167.00	921,108.31	-16.7%	-185,058.69
Generation of purchased energy	Electricity - Market Based	-	-	-	-
Scope 3: Indirect emissions from the value chain					
Upstream emissions - 6. Business travel	Employee-owned Vehicles Diesel	42,049.93	121.90	-100.0%	-41,928.03
Upstream emissions - 6. Business travel	Employee-owned Vehicles Petrol	166.61	76.90	-53.8%	-89.71
	Total kWh	4,744,899.71	4,176,769.64	-12.0%	-568,130.07
	Intensity Ratio kWh per Units in management	132.58	116.71	-12.0%	-15.87
	Intensity Ratio kWh per FTE	24,973.16	23,204.28	-7.1%	-1,768.88
	Intensity Ratio kWh per Units in Development	7,103.14	4,515.43	-36.4%	-2,587.71

Definitions:

tCO2e:

Tonnes of carbon dioxide equivalent, which is a measure that allows you to compare the emissions of other greenhouse gases relative to one unit of CO_2. It is calculated by multiplying the greenhouse gas emissions by its 100-year global warming potential.

Location based:

This refers to reporting emissions based on the average emissions intensity of the local electricity grid where the company operates, regardless of the company's energy contracts. It reflects the general mix of energy sources available in that region, including both renewable and non-renewable sources.

Market based:

This refers to reporting emissions based on contractual instruments to lower the GHG intensity of the reported electricity use. This method specifically references the energy contracts a company has, such as an electricity source of generation that has a lower intensity to the national grid for example, a supplier-specific emissions rate, renewable energy purchases via a green tariff or Power Purchase Agreements (PPAs). It reflects the actual energy sources the company has chosen through a contractual mechanism, allowing for a potentially lower emissions figure if they use cleaner energy.

Report of the Board

The Board presents its report and the Group's audited financial statements for the year ended 31 March 2025.

Principal activities

A2Dominion Housing Group Limited is a social landlord administered by a board of directors with a broad range of expertise and experience. It is also the parent entity of the A2Dominion Group ("the Group") and all further references to the Group refer to the consolidated Group rather than the Association. The subsidiaries of the Group are listed in note 17 to the financial statements.

Business review

Details of the Group's performance for the year and its future plans are set out in the Strategic Report.

Housing property and other fixed assets

Details of changes to the Group's fixed assets are shown in notes 13 to 17 to the financial statements.

Reserves

After transfer of the surplus of £116.4 million (2024: deficit £21.0 million) and other movements in reserves, the Group's year-end reserves amounted to £1,138.6 million (2024: £1,015.6 million).

Donations

A2Dominion Housing Group Limited made no charitable donations during the year (2024: nil) and made no political donations (2024: nil). Entities within the Group donated £3,000 to charitable organisations (2024: £18,360).

Post balance sheet events

The present Board members ("The Board") consider that there have been no events since the year end that have had a significant effect on the Group's financial position.

Financial instruments

The Group's approach to financial risk management is outlined in the Strategic Report.

Employees

A key strength of the Group lies in the quality of its employees. In particular, it is their contribution that gives the Group the ability to meet its objectives and commitments to customers in an efficient and effective manner.

The Group shares information on its objectives, progress and activities through regular briefings, seminars and meetings involving Board members, the senior management team and our people.

The Group is committed to equal opportunities and, in particular, supporting the employment of people with disabilities, both in recruitment and in the retention of employees who become disabled whilst in the employment of the Group.

Health and safety

The Board is aware of its responsibilities on all matters relating to health and safety. Members of the Board, together with the executive officers, have undertaken external and accredited health and safety training appropriate to their role. The Group operates a Health and Safety Executive Committee which is responsible for monitoring all health and safety activities and reporting on these through the Audit, Risk and Assurance Committee to the Board. The Group has in place detailed health and safety policies and provides training and education on health and safety matters.

Board members and executive officers

The Board and the executive officers of the Group are set out on pages 40 to 42. The Board is drawn from a wide background bringing together professional, sector and commercial experience. The executive officers are the Chief Executive Officer and the other members of the Group's Executive Management team.

The executive officers hold no interest in the Group's shares and act as executives within the authority delegated by the Board. Group insurance policies indemnify the Board and officers against liability when acting for the Group.

Service contracts

Executive officers are employed on the same terms and conditions as all our people, save that their notice periods are between six and 12 months.

Pensions

Executive officers are members of the A2Dominion Benefit Scheme, which is a defined contribution pension scheme. They participate in the scheme on the same terms as all other eligible staff and the Group contributes to the scheme on behalf of its employees.

Other benefits

Executive officers are entitled to other benefits such as healthcare insurance. Details of their total remuneration are included in note 7 to the financial statements.

Governance

Regulatory compliance

A2Dominion Housing Group Limited received a G3 (non-compliant) rating for governance and a V2 (compliant) rating for viability in the regulatory judgment published by the Regulator of Social Housing (RSH) in January 2024. The judgement covers A2Dominion Housing Group Limited, A2Dominion Homes Limited, A2Dominion Housing Options Limited, and A2Dominion South Limited.

In response to matters raised in the judgement, the Group Board (the Board) submitted a Voluntary Undertaking to the RSH early in the 2024/25 financial year, setting out the outcomes it intended to achieve to address the issues raised. The Voluntary Undertaking Action Plan (VUAP) is the Board's plan to take A2Dominion Housing Group Ltd (A2Dominion) to a compliant grade. It addresses all the key matters identified in the judgement through 9 high level outcomes, each supported by a number of workstreams and milestones. The high-level outcomes cover: data; financial governance; risk management, controls and assurance; business planning processes; repairs and complaints; board effectiveness; compliance responsibilities for tall and complex buildings; rents and service charges; and commercial processes.

Significant progress has been made in delivering the VUAP outcomes. The financial governance, business planning, risk management, tall and complex buildings and commercial process milestones are nearing completion, and we will spend the next few months embedding the changes we have made. As is the case for much of the sector, particularly in London, challenges remain in making the improvements to repairs that we need to make to provide an efficient and effective service for our residents. We still have work to do to improve our handling of complaints. Repairs and complaints were and remain key areas of focus for the Board, our Customer Service Committee and our Strategic Development and Asset Committee. The Board took the difficult but necessary decision to cancel our Fit for the Future (FFP) IT programme in the autumn of 2024. We now have a clear direction on systems and data with the arrival of our new Chief Information Officer who took up post in December 2024. In addition, an in-depth external review of what went wrong with FFP and why, has helped us shape our new approach. The Board and the Executive recognise that there are cultural, as well as process, changes that we need to make and work on cultural change is in progress.

The Board is required, as part of the RSH's Governance and Financial Viability Standard, to assess and certify in these financial statements its compliance against that Standard. The Board has carried out its annual assessment and noted some key areas of improvement since last year when we were downgraded to G3. Further work is required on our assets and liabilities register, that work is due to complete in the summer/autumn of 2025. We will also continue to strengthen the wider risk, control and assurance framework. The Board is focussed on completion of all aspects of the VUAP and the embedding of related changes over the next few months and, in due course, a subsequent return to compliance.

The Board has also assessed compliance with the RSH's Rent and Value for Money Standards. There is one area of the

Rent Standard where we were not compliant in the reporting period, work has been completed to address this.

In relation to the Consumer Standards, we commissioned an independent third party to assess our compliance. The outcome has been reviewed in depth both by the Customer Service Committee and the Board. We have a detailed action plan to address those areas where we are working towards compliance including repairs and damp and mould, complaints management and having up-to-date stock condition survey information for all our properties. These key areas already form part of the VUAP. We are working towards full compliance with the Consumer Standards by the end of the 2025 calendar year.

Code of Governance compliance

The Board has assessed its governance arrangements against its adopted code of governance, the National Housing Federation Code of Governance 2020. The Board considers that whilst there remain areas to continue to strengthen, it is compliant with the Code with the exception of 'robust' internal controls. We are working towards full compliance in this area. As part of the Board's drive towards that improvement, board and committee member appraisals took place twice yearly. An externally facilitated board effectiveness review is scheduled for the early autumn. Actions arising from previous reviews have been monitored by Governance, People and Remuneration Committee and have been implemented.

The skills balance of Board and Committees has been regularly monitored and reported to our Governance People and Remuneration Committee as has succession planning. A Board and Committee Masterclass programme is now in place to address any knowledge gaps or training needs.

Customer involvement

The Customer Insights and Engagement team lead our programme of customer involvement activities. Over the past year, customers have been involved in activities such as service charge workshops, decisions about how we prioritise benevolent funding, complaints quality checking, policy and process reviews and system reviews for repairs improvements.

As part of our commitment to get more customers involved in shaping and improving our services, we're implementing a customer-led panel this summer 2025, giving customers an opportunity to have a direct say in the way decisions are made and how services are delivered. Panel members will work with our teams to give feedback on important issues, help influence decisions and review how we're performing. They'll also collaborate with our leadership team to act as a 'critical friend' and provide recommendations based on their experiences. Alongside this, a new scrutiny panel will review our policies and processes, our performance against the Consumer Standards and carry out customer quality assurance and Service Improvement Groups will review performance, and progress of improvement plans in specific service areas. This expansion of our involvement programme is designed to bring customers voices and lived experience to fore in all aspects of service design and delivery.

Our customer engagement strategy is overseen by the Customer Services Committee (CSC) which consists of customers, industry experts from other customer-facing organisations and two Board members who provide a link to the Board.

Complaints

The Group's Complaints Policy has been further updated to reflect learning from the 2024/25 self-assessment process and Housing Ombudsman determinations we have received throughout the year. The Policy is accessible for our customers and provides a simple process for raising and escalating complaints.

Following the Group's first self-assessment against the new statutory Housing Ombudsman's complaints code last year, we have been working through an improvement plan relating to the eight elements of the code where we assessed ourselves as non-compliant. The core focus has been on visibility and efficiency to support response timescales and our ability to follow up outstanding actions promptly (promise dates). Whilst we have made significant improvements, an increase in volumes has put pressure on responders and timescales are still non-complaint. New resources are being onboarded to meet the higher demand. We are in the process of reassessing our overall complaints performance and we will be submitting our findings to the Housing Ombudsman again in September 2025

Statement on the effectiveness of Internal Controls

The Board acknowledges its overall responsibility for establishing and maintaining an effective system of risk management and internal control and for reviewing the effectiveness of these annually.

The system of internal control is designed to manage, rather than eliminate, the risk of failure to achieve business objectives, and to provide reasonable, but not absolute, assurance against material misstatement or loss.

Internal control and assurance over the operation of key controls are key themes of the VUAP. As part of our revised approach to risk management these have been, and continue to be, areas of emphasis and scrutiny over the year.

The control framework in place during the year included:

- Key governance documentation, including Rules, Memoranda and Articles of Association and the Intra Group Agreement.
- Standing Orders including a Scheme of Delegations, and Financial Regulations. The Financial Regulations were revised and changes approved by Board during the year; they are being further revised in 2025/26.
- Revised terms of reference for Board and all committees.
- A revised approach to risk management following Board approval of the new Risk Strategy, implementation plan and policy in January 2025. The approach emphasises the importance of scrutiny of the operation of key controls and assurances. Our revised approach followed on from a third party, external review of our risk management framework.
- Policies and procedures, with a focus this year on building safety and landlord H&S policies. Key customer policies are, scrutinised by customers, Customer Service Committee and by the Board.
- Annual budget processes, and scrutiny of individual budgets. The process for preparing the 2025/26 budget was significantly more robust than in previous years.
- Detailed long-term financial planning and stress testing work which covers all our subsidiaries.
- Treasury management and related reporting, including in-depth scrutiny by the Finance Committee.
- Processes and procedures for key probity areas including Code of Conduct, anti-fraud, whistleblowing, anti-money laundering and gifts and hospitality.
- A substantially improved declarations of interest process rolled out early in 2025.

Key activity in place to provide assurance over the operation of the control framework during the year included:

- Executive scrutiny groups including Performance Clinic which scrutinises financial and operational performance, Delivery Group which scrutinises delivery of the VUAP, and Health and Safety (H&S) Executive which scrutinises health and safety risks and performance.
- Internal audits which we purposely direct towards key risk areas and those areas where we consider we require independent assurance.
- Assurance reviews carried out by a new in-house team covering the Customer and Property Directorates.
- A new audit clinic process that takes place approximately every 6 weeks to scrutinise progress to implementation of internal audit recommendations to ensure we are implementing improved controls. Progress is reported to, and reviewed by, Audit, Risk and Governance Committee.
- A new Director's Assurance Statement process rolled out to all Operational Management Team members and to Executive team. The granular nature of these statements provides a foundation for consideration of all areas, including internal controls, that senior staff have responsibility for.
- Audit, Risk and Assurance Committee oversight of the Group's compliance with landlord health and safety, the management of risk and health and safety reporting, and compliance.
- At least annual assessments of our compliance with the RSH's regulatory standards and the Board's chosen Code of Governance.

The Board cannot delegate accountability for the system of internal control, but it can, and has, delegated authority to the Audit, Risk and Assurance Committee to regularly review the effectiveness of the systems in place.

The Audit, Risk, and Assurance Committee reviews the approach to risk and scrutinises key risks, controls, assurances and actions at each meeting. The Committee also reviews all internal audit reports and progress to implementation of internal audit recommendations, and any matters of suspected or actual fraud.

The Committee annually reviews the effectiveness of the system of internal control for the Group, including through the Chief Executive's statement of assurance and the annual report and opinion of the internal auditor. It reports on these to the Board.

As reported to them by the Audit, Risk and Assurance Committee, the Board has reviewed and evaluated the effectiveness of the internal control framework as well as the fraud register and the annual report of the internal auditor. The Board recognises that while significant improvements have been made there remain areas where the control framework needs strengthening. Key areas of weakness or risk have been identified in this report and are all being addressed in the VUAP or through other operational improvements we are making.

The Audit, Risk and Assurance Committee and the Board have received the Chief Executive Officer's annual review of the effectiveness of the system of internal control for the Group and the annual report of the internal auditor. The Chief Executive's review takes into account key control weaknesses identified during the year; it highlights the decision to discontinue the Fit For the Future Programme in that context.

In line with the Financial Reporting Council Guidance on Audit Committees, the Audit, Risk and Assurance Committee has carried out a separate exercise to review its independence, performance, and effectiveness, and agreed and implemented actions to further improve its effectiveness. The report was presented to Board, no issues of concern were reported.

Board members' responsibilities

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

Co-operative and Community Benefit Society and social housing legislation require the Board to prepare financial statements for each financial year for the Group and Association in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

In preparing these financial statements, the Board is required to:

- select suitable accounting policies and then apply them consistently
- make judgements and accounting estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards and the Statement of Recommended Practice: Accounting by registered social housing providers 2018 have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and Association will continue in business.

The Board is responsible for keeping adequate accounting records that are sufficient to show and explain the Group's and Association's transactions and disclose with reasonable accuracy at any time the financial position of the Group and Association and enable the Board to ensure that the financial statements comply with 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 2022.

The Board is also responsible for safeguarding the assets of the Group and Association and hence 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 social housing providers 2018.

Financial statements are published on the Group's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of Group and Association's financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the Group's website is the responsibility of the Board. The Board's responsibility also extends to the ongoing integrity of the Group and Association's financial statements contained therein.

Going concern

These financial statements are prepared on a going concern basis. As part of a rigorous going concern assessment which includes preparation of the annual budget and long-term financial plan the Board has considered a range of factors that could impact the business including those affecting the wider economy. The Board has established that these factors are not considered to have a material effect on any going concern assessment however they will continue to be strictly monitored.

As part of the assessment the Board reviewed an updated long-term financial plan in March 2025, with a focus on the next two years to 31 March 2027, which considers various economic factors including the increase in inflation and interest rates, and the impact of modelled scenarios in combination, together with any mitigations that could be taken. The modelling confirmed that the Group and Association could survive these scenarios and still be able to continue to operate within all banking covenants, with adequate cash resources and available debt facilities.

The principal risks that could affect this strategy are discussed in the Strategic Report on pages 23 to 25.

On this basis the Board has reasonable expectation that the Group and Association have adequate resources to continue in operational existence for the foreseeable future, being a period of at least 12 months from the date of approval of the Financial Statements. The Board is therefore of the opinion that the going concern basis adopted in the preparation of the Financial Statements is appropriate.

Annual General Meeting

The Annual General Meeting was held on 16 October 2024 and the next will be held on 24 September 2025.

Disclosure of information to auditor

At the date of making this report each of the Group's Board members, as set out on page 40 to 41, confirm the following:

- so far as each Board member is aware, there is no relevant information needed by the Group's auditors in connection with preparing their report of which the Group's auditors are unaware
- each Board member has taken all the steps that they ought to have taken as a Board member in order to make themselves aware of any relevant information needed by the Group's auditors in connection with preparing their report and to establish that the Group's auditors are aware of that information.

External auditors

BDO LLP has indicated their willingness to continue in office and a resolution to re-appoint them for the coming year is to be proposed at the Annual General Meeting.

The Report of the Board was approved by the Board on 8 August 2025 and signed on its behalf by:

DocuSigned by: Alan Collett CDF8A2A4760842B...	Signed by: Dennis Watson B1291EC1E1AA4ED...	Signed by: Hilary Milne A4E81D54404C4AA...
A Collett	D Watson	H Milne
Chair	**Board Member**	**Secretary**

Independent auditor's report to the members of A2Dominion Housing Group Limited

Opinion on the financial statements

In our opinion:

- the financial statements give a true and fair view of the state of the Group's and of the Association's affairs as at 31 March 2025 and of the Group's and the Association's surplus for the year then ended;
- the financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- the financial statements have been properly 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 2022.

We have audited the financial statements of A2Dominion Housing Group Limited ("the Association") and its subsidiaries ("the Group") for the year ended 31 March 2025 which comprise the consolidated statement of comprehensive income, the Association statement of comprehensive income, the consolidated statement of financial position, the Association statement of financial position, the consolidated statement of changes in equity, the Association statement of changes in equity, the consolidated statement of cash flows and notes to the financial statements, including a summary of 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).

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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion. Our audit opinion is consistent with the additional report to the Audit, Risk and Assurance Committee.

Independence

Following the recommendation of the Audit, Risk and Assurance Committee, we were appointed by the Board to audit the financial statements for the year ended 31 March 2009 and subsequent financial periods. The period of total uninterrupted engagement including retenders and reappointments is 17 years, covering the years ended 31 March 2009 to 31 March 2025. The latest retender and reappointment was for the audit of the financial statements for the year ended 31 March 2024.

We remain independent of the Group and the Parent Association 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 as applied to listed public interest entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements. The non-audit services prohibited by that standard were not provided to the Group or the Parent Association.

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. Our evaluation of the Board's assessment of the Group and the Parent Association's ability to continue to adopt the going concern basis of accounting included:

- We obtained management's assessment that supports the Board's conclusions with respect to the disclosures provided around going concern;
- We reviewed the mathematical accuracy of the forecast cash flows and confirmed they were in line with our expectations based on our understanding of the Group;

- We considered the appropriateness of management's forecasts by reviewing and assessing assumptions applied by management, assessing historical forecasting accuracy and considered the reasonableness of the range of scenarios included in management's consideration of downside sensitivity analysis;
- We challenged management on the suitability of the mitigating actions identified in their assessment and the quantum and period ascribed to these mitigating actions;
- We obtained an understanding of the financing facilities from the finance agreements, including the nature of the facilities, covenants and attached conditions;
- We assessed the facility and covenant headroom calculations; and
- We reviewed the wording of the going concern disclosures and assessed for consistency with management's forecasts.

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 and the Parent 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.

Overview

Key audit matters

		2025	2024
1	Recoverable amount of property developed for sale	✓	✓
2	Carrying value of investments in jointly controlled entities	✗	✓
3	Disposal of housing property fixed assets	✓	✗
4	Impairment of social housing assets in the course of construction	✗	✓
5	Going concern	✗	✓

Kam 2 is no longer considered to be a key audit matter due to the lower carrying value of these investments in 2025 and that they are now below financial statement materiality. In addition, from completing our risk assessments there are no individual entities with specific risk factors that indicate a heightened risk of impairment. This reduction in risk is also associated with the knowledge that more of the developments within the jointly controlled entities have finished construction this year.

KAM 4 is no longer considered to be a key audit matter due to the lower level of risk over the social housing assets that are under construction within the Group at 31 March 2025 this lower risk assessment is driven by the absence of any sector wide trigger factors and the absence of significant schemes with any specific individual risk factors, i.e. constructer insolvency.

KAM 5 is no longer considered to be a key audit matter - there have been no substantial changes in relation to A2Dominion's regulatory downgrade in January 2024 and its potential impact on loan covenants, therefore the conclusions reached in relation to this aspect of the going concern assessment at 31 March 2024 remain appropriate.

Materiality

Group financial statements as a whole

£56.4m (2024: £57.0m) based on 1.5% of total assets (2024: 1.5% of total assets)

Group specific

£8.4m (2024: £6.0m) based on 2% of turnover (2024: 2% of turnover)

An overview of the scope of our audit

Our Group audit was scoped by obtaining an understanding of the Group and its environment, the applicable financial reporting framework and the Group's system of internal control. On the basis of this, we identified and assessed the risks of material misstatement of the Group financial statements including with respect to the consolidation process. We then applied professional judgement to focus our audit procedures on the areas that posed the greatest risks to the group financial statements. We continually assessed risks throughout our audit, revising the risks where necessary, with the aim of reducing the group risk of material misstatement to an acceptable level, in order to provide a basis for our opinion.

Components in scope

We have considered factors including the nature of trade, information systems and controls, legal and regulatory frameworks, and financial information preparation in determining the components of the Group.

There are 29 entities within the Group, including the Parent Association, 18 subsidiaries and ten joint ventures. The nature of the entities in the Group is as follows:

- three entities are charitable registered providers of social housing, including the Parent Association;
- one entity is a non-charitable registered provider of social housing;
- one entity is a limited company which rents properties at market rents;
- one entity is a non-charitable co-operative and benefit society;
- one entity is a special purpose entity (SPE);
- two entities provide property maintenance services to other group entities;
- twelve entities are design and build vehicles, including the ten joint ventures; and
- eight entities are dormant or non-trading and have no financial impact on the financial statements.

The control environment is centralised for the Parent Association, seven trading subsidiaries and two joint ventures with the remaining trading entities having decentralised control environments..

As part of performing our Group audit, we have determined the components in scope as follows:

We performed risk assessment procedures to identify areas in the Group's financial statements that may be at risk of material misstatement. We used both qualitative and quantitative factors to perform this assessment. Components have been determined as in scope where Group risks of material misstatement are attributable to the component.

For components in scope, we used a combination of risk assessment procedures and further audit procedures to obtain sufficient appropriate evidence. These further audit procedures included:

- procedures on one or more classes of transactions, account balances or disclosures; and
- specific audit procedures.

Procedures performed at the component level

We performed procedures to respond to group risks of material misstatement at the component level that included the following:

For the purpose of our group audit, the group consisted of 17 components in total. These were comprised of 29 legal entities. The components which were made up of more than one legal entity were all in relation to joint ventures and dormant subsidiaries, and none of these were determined as being in scope for the Group audit.

Procedures were performed on one or more classes of transactions, account balances or disclosures of 10 components. These procedures were performed by a component audit team for one component.

Specified procedures were performed at one component to test the valuation assertion over properties for sale within a joint venture.

Other than the procedures performed on one or more classes of transactions, account balances or disclosures for one component performed by component auditors (another BDO UK team), all of the other procedures above were performed by the group audit engagement team.

Procedures performed centrally

The group operates a centralised IT function that supports IT processes for certain components. This IT function is subject to specified risk-focused audit procedures, predominantly the testing of the relevant IT general controls.

Working with other auditors

As Group auditor, we determined the components at which audit work was performed, together with the resources needed to perform this work. These resources included component auditors, who formed part of the group engagement team as reported above. As Group auditor we are solely responsible for expressing an opinion on the financial statements.

In working with these component auditors, we held discussions with component audit teams on the significant areas of the group audit relevant to the components based on our assessment of the group risks of material misstatement. We issued our group audit instructions to component auditors on the nature and extent of their participation and role in the group audit, and on the group risks of material misstatement.

We directed, supervised and reviewed the component auditors' work. This included holding meetings and calls during various phases of the audit, reviewing component auditor documentation remotely, and evaluating the appropriateness of the audit procedures performed and the results thereof.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period and include the most significant assessed risks of material misstatement (whether or not due to fraud) that we identified, including those which had the greatest effect on: the overall audit strategy, the allocation of resources in the audit, and directing the efforts of the engagement team. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

<table>
<tr><th colspan="2">Key audit matter</th><th>How the scope of our audit addressed the key audit matter</th></tr>
<tr>
<td>Recoverable amount of property developed for sale

This relates to items included in Note 18 (Properties for Sale).

This area also represents a key area of estimation uncertainty for management, as described in Note 2 (Accounting policies).</td>
<td>As explained in the accounting policies, properties developed for sale, including shared ownership first tranches and properties developed for outright sale, are measured at the lower of cost and estimated sales proceeds less all costs to complete and sell, resulting in an amount recognised in the statement of financial position of £40.1m.

For completed properties at the balance sheet date an assessment is needed of the anticipated selling price.

For properties under construction at the balance sheet date, an assessment is needed of both an expected selling price and a determination of the expected costs to complete and sell.

Due to the volume of properties under construction and the level of judgement involved in estimating both selling price and costs to complete and sell, we considered there to be a significant risk that the carrying amount of properties developed for sale is misstated and this was therefore a key audit matter.</td>
<td>Our response included the following:

Having obtained management's assessment of the recoverable amount of properties developed for sale, we selected a sample on which to perform detailed testing. Our samples were chosen from the populations of items that represented both shared ownership and outright sale properties and both completed and under construction schemes at year-end.

1. For forecast sales price:
• Completed units sold after the year end – we agreed proceeds to completion statement
• Completed units not sold after year end and schemes still under construction – we obtained one or more of: third party formal valuation of the property; sales prices achieved for similar units in the year; or valuation of properties for marketing purposes. We enquired and assessed what management plans are for unsold properties.
• For land bank – we enquired and assessed what management plans are for these sites. We then obtained one or more of: third party formal valuation of the land, exchanged contract amounts, or offers received.

2. For costs to complete (one of or a combination of the following):
• For schemes with a main contractor we:
o obtained the latest cost consultant report or build contractor's invoice and compared construction costs against total contract value, taking into account latest contract variations; and
o obtained details of the expected costs to complete from the scheme budget and agreed the budgeted contract costs of the development to the latest contract documentation and considered the appropriateness of any estimates used.

3. For costs to sell – we reviewed computations of selling costs and compared against known selling costs that have been incurred in the year.

Key observations:

Based on the evidence obtained we did not identify any indications that the assessments of the recoverable amount made by management were inappropriate.</td>
</tr>
</table>

Disposal of housing property fixed assets This relates to items included in Note 9 (Surplus on sale of fixed assets – sales to other registered providers). This area also represents a key area of estimation uncertainty for management, as described in Note 2 (Accounting policies).	A2Dominion Housing Group made a bulk disposal of 340 temporary accommodation units to another registered provider on the 31 March 2025. This transaction has resulted in recognition of £102.2m of surplus on sale of fixed assets in the year ended 31 March 2025 Judgement has been applied by management in determining that it has reached the criteria under FRS102 Section 17 *Property Plant & Equipment* paragraph 17.27(a) and Section 23 *Revenue* paragraph 23.10 to derecognise the housing property fixed assets at 31 March 2025. Given the value of the transaction against our specific materiality and the judgements involved, this has been considered a significant risk of material misstatement. Given the level of senior staff involvement in challenging management's judgements, this is also considered to be a Key Audit Matter.	Our response included the following: Having obtained management's assessment for the treatment of the property disposal, we reviewed the sale agreement and supporting documentation to confirm our understanding of the facts of the transaction. We then challenged management's judgement in recognising the surplus on disposal of the fixed assets at 31 March 2025, examining whether the derecognition criteria of FRS102 paragraph 17.27(a) and paragraph 23.10 had been met at this point in time. We also considered alternative evidence to determine whether there was persuasive contradictory evidence against management's judgement for the point of recognition of the surplus on disposal. We tested the accuracy of the surplus calculation, including checks on the carrying amount of the fixed assets, the sales proceeds, the attached social housing grant and considered whether VAT had been considered appropriately. We reviewed the related accounting policy and judgements disclosed within 'judgements in applying accounting policies and key sources of estimation uncertainty' in Note 2 to confirm that they were appropriate and in line with the requirements of the accounting standards. **Key observations:** Based on the evidence obtained we did not identify any exceptions in relation to the recognition of the surplus at 31 March 2025.

Our application of materiality

We apply the concept of materiality both in planning and performing our audit, and in evaluating the effect of misstatements. We consider materiality to be the magnitude by which misstatements, including omissions, could influence the economic decisions of reasonable users that are taken on the basis of the financial statements.

In order to reduce to an appropriately low level the probability that any misstatements exceed materiality, we use a lower materiality level, performance materiality, to determine the extent of testing needed. Importantly, misstatements below these levels will not necessarily be evaluated as immaterial as we also take account of the nature of identified misstatements, and the particular circumstances of their occurrence, when evaluating their effect on the financial statements as a whole.

Based on our professional judgement, we determined materiality for the financial statements as a whole and performance materiality as follows:

	Group financial statements		**Parent Association financial statements**	
	2025 £m	**2024 £m**	**2025 £m**	**2024 £m**
Financial statement materiality				
Materiality	56.4	57.0	15.0	15.0
Basis for determining materiality	1.5% of total assets	1.5% of total assets	1.5% of total assets	1.5% of total assets
Performance materiality	42.3	42.8	11.3	11.2
Basis for determining performance materiality	75% of materiality	75% of materiality	75% of materiality	75% of materiality
Specific materiality				
Specific materiality	8.4	6.0	N/A See *Component performance materiality* section below	
Basis for determining specific materiality	2.0% of revenue	2.0% of revenue		
Specific performance materiality	6.3	4.5		
Basis for determining specific performance materiality	75% of materiality	75% of materiality		

Rationale for the benchmarks applied

A housing association's key stakeholders are primarily focused on the value of the stable, rented asset portfolio, as their debt is secured on these assets. Total assets is therefore considered to be the appropriate benchmark for determining overall materiality. However, we also determined that for other classes of transactions and balances in income and expenditure recognised within the statement of comprehensive income that are used in covenant calculations and sector benchmarking metrics, as well as other financial statement areas such as property for sale stock and rent arrears that are subject to greater scrutiny by key stakeholders, a misstatement of less than materiality for the financial statements as a whole could influence the economic decisions of the users of the financial statements. As a result, we applied a specific materiality calculated using Revenue as the benchmark to these balances and transactions.

We have determined that 75% of materiality is an appropriate basis for performance materiality based on our previous experience of the audit and factors such as the low levels of misstatements previously identified partially offset by some areas of the financial statements subject to significant estimation uncertainty.

Component performance materiality

For the purposes of our Group audit opinion, we set performance materiality for each component of the Group, apart from the Parent Association whose materiality and performance materiality are set out above, based on a percentage of between 30% and 65% (2024: up to 65%) of Group performance materiality dependent on a number of factors including:

- public interest in components within the group;
- control environment;
- expectations about the nature, frequency, and magnitude of misstatements in the component financial information;
- extent of disaggregation of the financial information across components;
- relative size of components; and
- our assessment of the risk of material misstatement of those components.

For efficiency of the audit process, where we were also performing a statutory audit of a component, the lower of component performance materiality and statutory materiality was used in audit testing.

Component performance materiality ranged from £0.2m to £24.5m (2024: £0.2m to £25.9m). Specific component performance materiality ranged from £0.2m to £3.7m (2024: £0.2m to £4.2m).

Reporting threshold

We agreed with the Audit, Risk and Assurance Committee that we would report to them all individual audit differences in excess of £1,128,000 (2024: £1,140,000) in relation to financial statement materiality and £168,400 in relation to specific materiality (2024: £120,000). We also agreed to report differences below this threshold that, in our view, warranted reporting on qualitative grounds.

Other information

The Board are responsible for the other information. The other information comprises the information included in the Annual Report and Financial Statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, 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 course of 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 where we are required by the Co-operative and Community Benefit Societies Act 2014 to report to you if, in our opinion:

- the Association has not kept proper books of account;
- the Association has not maintained a satisfactory system of control over its transactions;
- the financial statements are not in agreement with the Association's books of account; or
- we have not received all the information and explanations we need for our audit.

Responsibilities of the Board

As explained more fully in the Board members' responsibilities, 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 members determine 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 are responsible for assessing the Group and the 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 intend to liquidate the Group or the 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.

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

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

Non-compliance with laws and regulations

Based on:

- Our understanding of the Group and the industry in which it operates;
- Discussion with management and those charged with governance; and
- Obtaining and understanding of the Group's policies and procedures regarding compliance with laws and regulations,

we considered the significant laws and regulations to be 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 2022.

The Group is also subject to laws and regulations where the consequence of non-compliance could have a material effect on the amount or disclosures in the financial statements, for example through the imposition of fines or litigations. We identified such laws and regulations to be employment law, Financial Conduct Authority (FCA) regulations, London Stock Exchange Listing Rules, the Regulator of Social Housing's Regulatory Standards, fire safety legislation, data protection legislation, and health and safety legislation.

Our procedures in respect of the above included:

- Review of minutes of meetings of those charged with governance for any instances of non-compliance with laws and regulations;
- Review of correspondence with regulatory authorities for any instances of non-compliance with laws and regulations;
- Review of financial statement disclosures and agreeing to supporting documentation; and
- Review of legal expenditure accounts to understand the nature of expenditure incurred.

Fraud

We assessed the susceptibility of the financial statements to material misstatement, including fraud. Our risk assessment procedures included:

- Enquiry with management and those charged with governance regarding any known or suspected instances of fraud;
- Obtaining an understanding of the Group's policies and procedures relating to:
    - Detecting and responding to the risks of fraud; and
    - Internal controls established to mitigate risks related to fraud.
- Review of minutes of meetings of those charged with governance for any known or suspected instances of fraud;
- Discussion amongst the engagement team as to how and where fraud might occur in the financial statements;
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud; and
- Involvement of forensic specialists in the fraud risk assessment procedures.

Based on our risk assessment, we considered the areas most susceptible to fraud to be management override through accounting estimates and inappropriate journal entries, the cut-off of property sales, and the net realisable value of properties developed for sale.

Our procedures in respect of the above included:

- Testing a sample of journal entries throughout the year, which met a defined risk criteria, along with a random sample of journals, by agreeing to supporting documentation;
- Assessing significant judgements and estimates made by management for bias in particular in relation to the recognition criteria for the disposal of housing property fixed assets, the net realisable value of properties developed for sale (see 'Key Audit Matters'), impairment of housing properties, going concern, the fair value measurement of defined benefit pension assets and liabilities, and the fair value measurement of investment properties; and
- Testing the recognition of property sales revenue, to confirm they were recorded in the correct period.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members including component auditors who were all deemed to have appropriate competence and capabilities and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit. For component auditors, we also reviewed the result of their work performed in this regard.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the members of the Association, as a body, in accordance with the Housing and Regeneration Act 2008 and the Co-operative and Community Benefit Societies Act 2014. 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 members as a body, for our audit work, for this report, or for the opinions we have formed.

DocuSigned by:
BDO LLP
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BDO LLP

Statutory Auditor

Gatwick, UK

Date: 16 September 2025

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

Financial Statements

Consolidated statement of comprehensive income

	Note	2025 £m	2024 £m
Turnover	3	421.5	399.6
Cost of sales	3	(82.1)	(86.5)
Operating costs	3	(275.5)	(293.9)
Surplus on sale of fixed assets	3, 9	116.5	27.4
Share of jointly controlled entity operating profit	3, 17	5.3	2.1
Operating surplus	**3, 5**	**185.7**	**48.7**
Interest receivable and other income	10	2.0	2.9
Interest payable and similar charges	11	(66.1)	(63.7)
Other finance costs	28	(0.8)	(0.7)
Change in fair value of investments	17	(10.0)	0.1
Movement in fair value of financial instruments	11	2.1	2.5
Movement in fair value of investment properties	15	(12.9)	(14.5)
Surplus/(Deficit) on ordinary activities before taxation		**100.0**	**(24.7)**
Tax on surplus/(deficit) on ordinary activities	12	16.8	4.6
Surplus/(Deficit) on ordinary activities after taxation		**116.8**	**(20.1)**
Non-controlling interest		(0.4)	(0.9)
Surplus/(Deficit) for the financial year		**116.4**	**(21.0)**
Actuarial gains/(losses) on defined pension schemes	28	1.8	(5.6)
Movement in fair value of hedging instruments	11	4.8	2.7
Movement in deferred tax	12	-	(0.3)
Total comprehensive income/(loss) for year		**123.0**	**(24.2)**
Surplus/(loss) for the year attributable to:			
Non-controlling interest		0.4	0.9
Parent association		116.4	(21.0)
		116.8	(20.1)
Total comprehensive income/(loss) attributable to:			
Non-controlling interest		0.4	0.9
Parent association		122.6	(25.1)
		123.0	(24.2)
All amounts relate to continuing activities			

The notes on pages 711 to 127 form part of these financial statements.

Association statement of comprehensive income

	Note	2025 £m	2024 £m
Turnover	3	199.7	99.6
Operating costs	3	(72.4)	(92.7)
Operating surplus	3, 5	**127.3**	**6.9**
Interest receivable and other income	10	32.6	34.8
Interest payable and similar charges	11	(34.3)	(35.0)
Other finance costs	28	(0.8)	(0.7)
Surplus on ordinary activities before taxation		**124.8**	**6.0**
Tax on surplus on ordinary activities	12	-	-
Surplus for the financial year		**124.8**	**6.0**
Actuarial gains/(losses) on defined benefit pension schemes	28	1.9	(5.1)
Total comprehensive income for the year		**126.7**	**0.9**

All amounts relate to continuing activities.

The notes on pages 711 to 127 form part of these financial statements.

Consolidated statement of financial position

	Note	2025 £m	2024 £m
Fixed assets			
Tangible fixed assets – housing properties	13	2,772.0	2,839.0
Tangible fixed assets – other	14	18.3	22.0
Intangible fixed assets	14	10.3	11.0
Investment properties	15	550.7	587.7
Investments – Homebuy loans	16	2.2	2.2
Investments – other	17	20.4	38.7
Investments – jointly controlled entities	17	45.8	74.3
		3,419.7	**3,574.9**
Current assets			
Properties for sale	18	40.1	108.0
Debtors receivable within one year	19	248.1	79.0
Debtors receivable after one year	19	24.5	8.1
Cash and cash equivalents	20	50.0	45.5
		362.7	**240.6**
Creditors: Amounts falling due within one year	21	(212.1)	(231.1)
Net current assets		**150.6**	**9.5**
Total assets less current liabilities		**3,570.3**	**3,584.4**
Creditors: Amounts falling due after more than one year	22	(2,387.8)	(2,520.4)
Provision for liabilities and charges	27	(29.7)	(28.7)
Net assets excluding pension liabilities		**1,152.8**	**1,035.3**
Pension liabilities	28	(12.2)	(18.1)
Net assets		**1,140.6**	**1,017.2**
Capital and reserves			
Non-equity share capital	30	-	-
Cash flow hedge reserve		**(2.0)**	**(6.8)**
Restricted reserve		**0.5**	**0.5**
Income and expenditure reserve		1,106.1	977.0
Designated reserve		34.0	44.9
Total income and expenditure reserves		**1,140.1**	**1,021.9**
Consolidated funds		1,138.6	1,015.6
Non-controlling interest		2.0	1.6
		1,140.6	**1,017.2**

The financial statements were approved by the Board and authorised for issue on 8 August 2025 and signed on its behalf by:

A Collett
Chair
DocuSigned by:
Alan Collett
CDF8A2A4760842B...

D Watson
Board Member
Signed by:
Dennis Watson
B1291EC1E1AA4ED...

H Milne
Secretary
Signed by:
Hilary Milne
A4E81D54404C4AA...

The notes on pages 711 to 127 form part of these financial statements.

Association statement of financial position

	Note	2025 £m	2024 £m
Fixed assets			
Tangible fixed assets – other	14	0.7	1.1
Intangible fixed assets – other	14	10.3	11.0
Investments in subsidiaries	17	120.6	120.6
		131.6	132.7
Current assets			
Debtors receivable within one year	19	205.6	214.2
Debtors receivable after one year	19	653.7	662.6
Cash and cash equivalents	20	22.2	16.2
		881.5	893.0
Creditors: Amounts falling due within one year	21	(136.5)	(261.3)
Net current assets		**745.0**	**631.7**
Total assets less current liabilities		**876.6**	**764.4**
Creditors: Amounts falling due after more than one year	22	(812.7)	(821.3)
Provision for liabilities and charges	27	(1.9)	(1.9)
Net assets/ (liabilities) excluding pension liabilities		**62.0**	**(58.8)**
Pension liabilities	28	(12.2)	(18.1)
Net assets/ (liabilities)		**49.8**	**(76.9)**
Capital and reserves			
Non-equity share capital		-	-
Income and expenditure reserve		49.8	(76.9)
Association's surplus/ (deficit)		**49.8**	**(76.9)**

The financial statements were approved by the Board and authorised for issue on 8 August 2025 and signed on its behalf by:

A Collett — DocuSigned by: Alan Collett — CDF8A2A4760842B...
Chair

D Watson — Signed by: Dennis Watson — B1291EC1E1AA4ED...
Board Member

H Milne — Signed by: Hilary Milne — A4E81D54404C4AA...
Secretary

The notes on pages 711 to 127 form part of these financial statements.

Consolidated statement of changes in equity

	Income and expenditure reserve £m	Designated reserve £m	Total income and expenditure reserves £m	Restricted reserves £m	Cash flow hedge reserve £m	Total excluding non-controlling interests £m	Non-controlling interests £m	Total including non-controlling interests £m
Balance at 1 April 2024	977.0	44.9	1,021.9	0.5	(6.8)	1,015.6	1.6	1,017.2
Surplus for the year	116.4	-	116.4	-	-	116.4	0.4	116.8
Other comprehensive income:	-	-	-	-	-	-	-	-
Actuarial gains on defined benefit pension scheme	1.8	-	1.8	-	-	1.8	-	1.8
Movement in fair value of hedging instrument	-	-	-	-	5.5	5.5	-	5.5
Cash flow hedge reserve recycled to surplus or deficit	-	-	-	-	(0.7)	(0.7)	-	(0.7)
Movement in deferred tax	-	-	-	-	-	-	-	-
Other comprehensive income for the year	1.8	-	1.8	-	4.8	6.6	-	6.6
Capital contribution and distributions	-	-	-	-	-	-	-	-
Transfer of designated expenditure from income and expenditure reserve	(4.0)	4.0	-	-	-	-	-	-
Transfer of designated expenditure to income and expenditure reserve	14.9	(14.9)	-	-	-	-	-	-
Balance at 31 March 2025	**1,106.1**	**34.0**	**1,140.1**	**0.5**	**(2.0)**	**1,138.6**	**2.0**	**1,140.6**

Consolidated statement of changes in equity

	Income and expenditure reserve £m	Designated reserve £m	Total income and expenditure reserves £m	Restricted reserves £m	Cash flow hedge reserve £m	Total excluding non-controlling interests £m	Non-controlling interests £m	Total including non-controlling interests £m
Balance at 1 April 2023	999.3	49.5	1,048.8	0.5	(9.5)	1,039.8	1.4	1,041.2
(Deficit)/ surplus for the year	(21.0)	-	(21.0)	-	-	(21.0)	0.9	(20.1)
Other comprehensive income:								
Actuarial losses on defined benefit pension scheme	(5.6)	-	(5.6)	-	-	(5.6)	-	(5.6)
Movement in fair value of hedging instrument	-	-	-	-	2.7	2.7	-	2.7
Cash flow hedge reserve recycled to surplus or deficit	-	-	-	-	-	-	-	-
Movement in deferred tax	(0.3)	-	(0.3)	-	-	(0.3)	-	(0.3)
Other comprehensive (loss)/ income for the year	(5.9)	-	(5.9)	-	2.7	(3.2)	-	(3.2)
Capital contribution and distributions	-	-	-	-	-	-	(0.7)	(0.7)
Transfer of designated expenditure from income and expenditure reserve	(0.8)	0.8	-	-	-	-	-	-
Transfer of designated expenditure to income and expenditure reserve	5.4	(5.4)	-	-	-	-	-	-
Balance at 31 March 2024	**977.0**	**44.9**	**1,021.9**	**0.5**	**(6.8)**	**1,015.6**	**1.6**	**1,017.2**

Association statement of changes in equity

	Income and expenditure reserve £m
Balance at 1 April 2024	**(76.9)**
Surplus for the year	124.8
Other comprehensive income:	
Actuarial gain on defined benefit pension schemes	**1.9**
Other comprehensive income for the year	**1.9**
Balance at 31 March 2025	**49.8**

	Income and expenditure reserve £m
Balance at 1 April 2023	(77.8)
Surplus for the year	6.0
Other comprehensive income:	
Actuarial loss on defined benefit pension schemes	(5.1)
Other comprehensive loss for the year	**(5.1)**
Balance at 31 March 2024	**(76.9)**

Consolidated statement of cash flows

For the year ended 31 March 2025	2025 £m	2024 £m
Cash flows from operating activities		
Operating surplus for the financial year	**185.7**	**48.7**
Adjustments for:		
Depreciation of fixed assets – housing properties	35.7	36.0
Depreciation of fixed assets – other	5.3	4.4
Accelerated depreciation on replaced components	1.9	2.2
Impairment of fixed assets – housing properties	-	5.0
Impairment of intangible fixed assets	-	25.8
Impairment – other investments	8.3	-
Impairment of fixed assets – other	3.1	-
Amortised grant	(15.7)	(17.3)
Share of jointly controlled entity operating surplus	(5.3)	(2.1)
Cost element of housing property sales in operating surplus	90.2	40.4
Cost element of investments property sales in operating surplus	22.7	8.9
Difference between net pension expense and cash contribution	(4.9)	(4.1)
(Increase)/decrease in trade and other debtors	(183.7)	(8.0)
Decrease in stocks	68.2	43.4
(Decrease)/ increase in creditors	(19.2)	9.2
Increase/ (decrease) in provisions	1.0	16.4
Cash from operations	**193.3**	**208.9**
Taxation Paid	-	**-**
Net cash generated from operating activities	**193.3**	**208.9**
Cash flows from investing activities		
Purchase of fixed assets – housing properties	(63.5)	(118.7)
Purchase of fixed assets – other	(3.9)	(12.4)
Purchase of fixed asset investment properties	(0.4)	(1.9)
Receipt of grant	0.9	6.0
Repayment of grant	(5.9)	-
Investment in jointly controlled entities	(1.3)	(1.4)
Repayment of jointly controlled entities capital	29.9	12.4
Distribution of jointly controlled entities profits	5.2	2.2
Loans payment by/(to) jointly controlled entities	15.6	-
Interest received	2.0	2.9
Net cash used in investing activities	**(21.4)**	**(110.9)**
Cash flows used in financing activities		
Interest paid	(71.5)	(69.8)
New loans – bank	21.2	54.9
New loans – other	-	-
Repayment of loans – bank	(115.0)	(61.5)
Repayment of loans – other	(2.1)	(32.1)
Net cash used in financing activities	**(167.4)**	**(108.5)**
Net increase/ (decrease) in cash and cash equivalents	**4.5**	**(10.5)**
Cash and cash equivalents at the beginning of year	45.5	56.0
Cash and cash equivalents at the end of year	**50.0**	**45.5**

Notes to the financial statements

1. Legal status

The Association is registered in England with the Financial Conduct Authority under the Co-operative and Community Benefits Societies Act 2014 and is registered with the Regulator of Social Housing (RSH) in England as a social landlord. The registered address is stated on page 43. The Association is a Public Benefit Entity.

2. Accounting policies

Basis of preparation

The Financial Statements have been prepared on the historic cost basis except for the modification to a fair value basis for certain financial instruments, other investments and investment properties as specified in the accounting policies as set out below. The Financial Statements are presented in Sterling (£m).

Basis of accounting

The financial statements have been prepared in accordance with applicable law and UK accounting standards (United Kingdom Generally Accepted Accounting Practice) which for the Group includes the Cooperative and Community Benefit Societies Act 2014 (and related Group accounts regulations), the Housing and Regeneration Act 2008, FRS 102 "the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland", the Statement of Recommended Practice (SORP) for Registered Social Housing Providers 2018, "Accounting by registered social housing providers" 2018 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

These financial statements are prepared under FRS102. The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires Group management to exercise judgement in applying the Group's accounting policies.

Going concern

The Group and Association's financial statements have been prepared on the going concern basis. The Board reviewed and approved the budget for 2025/26 and the thirty-year long-term financial plan in March 2025.

The review focused on the period to 31 March 2027 and included the base case and a stress test variant to assess the Group's resilience. The stress test variant calculated the maximum one-off cash cost that the Group's registered providers could suffer before breaching lender covenants, assuming a permanent and significant reduction in sales proceeds together with a sales delay. The banking covenants are only in A2Dominion Homes Limited and A2Dominion South Limited. The modelling confirmed that the registered providers could sustain a significant one-off cash cost and sales price reduction and still be able to continue to operate within all banking covenants, with adequate cash resources available. Mitigating actions which could be taken include property disposals, delaying uncommitted expenditure and reviewing costs with a view to achieving further savings. Therefore, the Board has a reasonable expectation the Group has adequate resources to continue in operation for the foreseeable future. For this reason, the Group continues to adopt the going concern basis in preparing its financial statements.

2. Accounting policies (continued)

Parent company disclosure exemptions

In preparing the separate financial statements of the parent company, advantage has been taken of the following disclosure exemptions available in FRS 102:

- only one reconciliation of the number of shares outstanding at the beginning and end of the period has been presented as the reconciliations for the Group and the parent association would be identical.
- no cash flow statement has been presented for the parent association.
- no disclosure has been given for the aggregate remuneration of the key management personnel of the association as their remuneration is included in the totals for the Group as a whole.

Basis of consolidation

As required by the Statement of Recommended Practice: Accounting by registered social housing providers 2018, the Group has prepared consolidated financial statements. The Group consolidated financial statements present the results of the Association and its subsidiaries as if they formed a single entity. Intercompany transactions and balances between Group companies are therefore eliminated in full.

As required by FRS 102 section 9 paragraph 11 Special Purpose Entities (SPE) are fully consolidated in the Group's in financial statements where the Group controls that entity. A2D II Funding PLC is controlled by the Group where the Group retains the risks, receives the majority of the benefits, has ultimate decision-making powers and the activities of the SPE are being conducted on behalf of the Group. In the consolidated financial statements, the items of subsidiaries are recognised in full. On initial recognition, noncontrolling interests are measured at the proportionate share of the acquired business' identified assets and liabilities. The minority interests' proportionate shares of the subsidiaries' results and equity are recognised separately in the statement of comprehensive income and statement of financial position, respectively.

Jointly controlled entities

An entity is treated as a jointly controlled entity where the Group is party to a contractual agreement with one or more parties from outside the Group to undertake an economic activity that is subject to joint control.

In the consolidated accounts, interests in jointly controlled entities are accounted for using the equity method of accounting. Under this method an equity investment is initially recognised at the transaction price (including transaction costs) and is subsequently adjusted to reflect the investor's share of the profit or loss, other comprehensive income and equity of the jointly controlled entities. The consolidated statement of comprehensive income includes the Group's share of the operating results, interest, pre-tax results and attributable taxation of such undertakings applying accounting policies consistent with those of the Group. In the consolidated statement of financial position, the interests in jointly controlled entity undertakings are shown as the Group's share of the identifiable net assets, including any unamortised premium paid on acquisition.

Turnover

Turnover comprises rental income receivable in the year, income from property developed for sale including shared ownership first tranche sales, other services included at the invoiced value (excluding VAT) of goods and services supplied in the year, donations received and revenue grants receivable in the year. Rental income is recognised at the point properties become available for letting and income from first tranche sales and developed for sale properties are recognised at the point of legal completion. Other income is recognised in the period it is receivable

2. Accounting policies (continued)

Operating segments

There are publicly traded securities within the Group and therefore a requirement to disclose information about the Group operating segments under IFRS 8. For the purposes of segmental reporting the Chief Operating Decision Makers (CODM) have been identified as the Executive Management team (EMT) and the Board. Information about income, expenditure and assets attributable to material operating segments are presented on the basis of the nature and function of housing assets held by the Group rather than geographical location. As permitted by IFRS 8 this is appropriate on the basis of the similarity of the services provided, the nature of the risks associated, the type and class of customer and the nature of the regulatory environment across all of the geographical locations in which the Group operates. Segmental information is disclosed in note 3 and as part of the analysis of housing properties in note 13.

Executive Management Team (EMT) and the Board review the Group's internal reporting to assess performance and allocate resources. Management has determined the operating segments as social housing lettings, other social housing activities and non-social housing activities. Other social housing activities include supporting people services, management services, leasehold services, community investment and social housing property sales. Non-social housing activities includes non-social housing lettings, joint controlled entity operating profits and housing developed for sale. Assets and liabilities are not reported by operating segment or tenure other than housing properties, which are shown in note 13, classified between general housing and shared ownership

Supporting people income and expenditure

Income receivable and costs incurred from contracts are recognised in the period they relate to on an accruals basis and included within other social housing activities in the statement of comprehensive income. Any excess of cost over the grant received is borne by the Group where it is not recoverable from tenants.

Supported housing managed by agencies

Social Housing Grants and other revenue grants for supported housing claimed by the Group are included in the statement of comprehensive income. All the supported housing schemes' income and expenditure is included in the statement of comprehensive income.

Service charges

Service charges receivable are recognised in turnover. Expenditure is recorded when a service is provided and charged to the relevant service charge account or to a sinking fund. Income is recorded based on the estimated amounts chargeable. Any over or under recovery is adjusted for in the following year to reflect actual costs incurred. The Group adopts the variable method for calculating and charging service charges to its leaseholders and shared owners. Tenants are charged a fixed service charge.

Management of units owned by others

Management fees receivable and reimbursed expenses are shown as income and included in management fees receivable. Costs of carrying out the management contracts and rechargeable expenses are included in operating costs.

Schemes managed by agents

Income is shown as rent receivable and management fees payable to agents are included in operating costs.

2. Accounting policies (continued)

Current and deferred taxation

The tax expense for the period comprises current and deferred tax. Tax is recognised in profit or loss, except that a change attributable to an item of income or expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity, respectively.

Deferred balances are recognised in respect of all timing differences that have originated but not reversed by the balance sheet date, except:

- the recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits
- any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met
- where timing differences relate to interests in subsidiaries, associates and joint ventures and the Group can control their reversal and such reversal is not considered probable in the foreseeable future.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax.

Deferred income tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

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 statement of comprehensive income includes VAT to the extent that it is suffered by the Group and not recoverable from HM Revenue & Customs. Recoverable VAT arises from partially exempt activities and is credited to the statement of comprehensive income. The balance of VAT payable or recoverable at the year-end is included as a current liability or asset in the statement of financial position.

Finance costs

FRS 102 requires finance costs to be charged to the statement of comprehensive income over the term of the debt using the effective interest rate method so that the amount charged is at a constant rate on the carrying amount after initially recognising issue costs as a reduction in the proceeds of the associated capital instrument. For practical purposes this is not applied as the difference between charging interest as incurred and charging interest using the effective interest rate method is not material. Interest is capitalised when construction starts on site and stops when construction is paused or when the site is development complete. Interest is capitalised on borrowings to finance developments, apart from private sale to the extent that it accrues in respect of the period of development it represents either:

- Interest on borrowings net of Social Housing Grant (SHG) in advance, specifically financing the development programme; and
- interest on borrowings of the Group as a whole net of SHG in advance to the extent that they can be deemed to be financing the development programme.

Other interest payable is charged to the statement of comprehensive income in the year.

2. Accounting policies (continued)

Pensions

Contributions to the A2Dominion Benefit Scheme, the Association's defined contribution pension scheme, are charged to the statement of comprehensive income in the year in which they become payable. The Association participated in one funded multi-employer defined benefit scheme, the Surrey County Council Scheme which it has now exited, with another Group entity participating in the Oxfordshire County Council Scheme which is closed to new entrants. The Association's A2Dominion Benefit Scheme's defined benefit section is closed with no active members, with the Group continuing to pay deficit reduction payments (Note 28).

Under defined benefit accounting the Scheme's assets are measured at fair value. Scheme liabilities are measured on an actuarial basis using the projected unit credit method and are discounted at appropriate high quality corporate bond rates. The net surplus or deficit is presented separately from other net assets on the Statement of Financial Position. The current service cost and costs from settlements and curtailments are charged to operating surplus. Past service costs are recognised in the current reporting period. Interest is calculated on the net defined benefit liability. Re-measurements are reported in other comprehensive income.

The operating costs of providing retirement benefits to participating employees are recognised in the accounting periods in which the benefits are earned. The related finance costs and any other changes in fair value of the assets and liabilities are recognised in the accounting period in which they arise. The operating costs and finance costs with any actuarial gains and losses are recognised in the consolidated statement of comprehensive income. The difference between the fair value of the assets held in the Group's defined benefit pension scheme and the scheme's liabilities are recognised in the Group's statement of financial position.

Housing properties

Housing properties are stated at cost and are principally properties available for rent and shared ownership. Housing properties under construction are stated at cost. 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.

Shared ownership properties are split proportionally between current and fixed assets based on the element relating to expected first tranche sales. The first tranche proportion is classed as a current asset and related sales proceed included in turnover, and the remaining element is classed as a fixed asset and included in housing properties at cost, less any provisions needed for impairment.

General needs housing properties for rent are split between their land and structure costs and a specific set of major components which require periodic replacement. On replacement the new major works component is capitalised with the related net book value of replaced components expensed through the statement of comprehensive income as accelerated depreciation. Component accounting is not applicable to shared ownership housing properties as they are not depreciated.

Improvements to existing properties which are outside the normal capitalisation policy of component additions, are works which result in an increase in the net rental income, such as a housing property's reduction in future maintenance costs, or result in a significant extension of the useful economic life of the property in the business and that provide an enhancement to the economic benefits in excess of the standard of performance anticipated when the asset was first acquired, constructed or last replaced.

Only the directly attributable overhead costs associated with new developments or improvements are capitalised.

2. Accounting policies (continued)

Depreciation of housing properties

Freehold land is not depreciated. Depreciation is charged to write down the cost of freehold housing properties other than freehold land to their estimated residual value on a straight-line basis over their estimated useful economic lives at the following annual rates:

Major components:

Building	75 years	Kitchens	20 years
Bathrooms	30 years	Heating	15 years
Roofs	50 years	Windows and doors	30 years
Lifts	20 years	Electrical	30 years

The portion of shared ownership property expected to be retained is not depreciated on account of the high residual value. Neither the depreciable amount or the actual expected depreciation charge for such assets is considered material, individually or in aggregate.

Assets during construction are not depreciated until they are completed and ready for use to ensure that they are depreciated only in periods in which economic benefits are expected to be consumed. Properties held on leases are amortised over the life of the lease or their estimated useful economic lives in the business, if shorter.

Donated land

Land donated by local authorities and others is added to cost at the fair value of the land at the time of the donation, considering any restrictions on the use of the land.

Land options

The premium payable on an option to acquire land at a future date is amortised over the life of the option. The options are regularly reviewed to assess the likelihood of the option being exercised and at the early stages most of the associated expenses are charged to the statement of comprehensive income.

Shared ownership and staircasing

Under shared ownership arrangements, the Group disposes of a long lease of shared ownership housing units to persons who occupy them, for an amount of between 25% and 75% of the open market value (the “first tranche”). The occupier has the right to purchase further proportions at the current valuation at that time up to 100% (“staircasing”). A shared ownership property comprises two assets: that to be disposed of in the first tranche sale, which is recorded as a current asset; and that retained by the Group, which is recorded as a fixed asset in the same manner as for general needs housing properties.

Proceeds of sale of first tranches are accounted for as turnover in the statement of comprehensive income, with the apportioned cost being shown within operating results as the cost of sale. Subsequent tranches sold (“staircasing sales”) are disclosed in the statement of comprehensive income as a surplus or deficit on sale of fixed assets. Both first tranche and staircasing sales are recognised at completion. Staircasing sales may result in capital grant being recycled, deferred or abated and this is credited in the statement of comprehensive income in arriving at the surplus or deficit.

2. Accounting policies (continued)

Disposal of housing property fixed assets

On the sale of a housing property, the property is derecognised from the Statement of Financial Position when the significant risks and rewards of ownership have been transferred, typically on the date of legal completion.

In the case of bulk sale disposals to another RP or similar body this will be accounted for when exchanged unconditionally, provided completion occurs no more than 30 days after exchange and that the most significant risks and rewards of ownership have been passed to the buyer.

The gain or loss on disposal is calculated by deducting the carrying amount of the asset and selling costs from the sales proceeds and is recognised in the Statement of Comprehensive Income under Surplus/(Loss) on sale of fixed assets.

Where a property was funded by government grant the unamortised grant is either recycled through the RCGF or repaid in accordance with the conditions of the grant and regulatory requirements. Where the property is sold as a Transfer of a Going Concern and the purchaser is another registered provider then the grant is considered to transfer with the asset, with the receiving registered provider assuming responsibility for the grant conditions.

Mixed tenure developments

Costs are allocated to the appropriate tenure where it is possible to specify which tenure the expense relates to. Where it is not possible to relate costs to a specific tenure, costs are allocated on a floor area or unit basis depending on appropriateness for each scheme.

Other tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation.

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.

- Furniture, fixtures and fittings - 20% - 25% per annum
- Freehold offices - 2% per annum
- Freehold alterations - 10% per annum
- Leasehold offices - Length of the lease
- Computers, office equipment and motor vehicles - Between 14.3% and 33.3% per annum

Properties held on leases are amortised over the life of the lease or their estimated useful economic lives in the business, if shorter.

Intangible fixed assets

Intangible fixed assets are recognised for IT projects and computer software including employee costs directly incurred in development.

Amortisation is provided evenly on the cost of other intangible fixed assets to write them down to their estimated residual values over ten years for new systems and three years for improvements to existing systems.

2. Accounting policies (continued)

Social Housing Grant (SHG)

Grant received in relation to newly acquired or existing housing properties is accounted for using the accrual model set out in FRS 102 and the SORP for Registered Social Housing Providers 2018. Grant is carried as deferred income in the statement of financial position and released to the statement of comprehensive income on a systematic basis over the useful economic lives of the asset for which it was received. In accordance with SORP for Registered Social Housing Providers 2018 the useful economic life of the housing property structure has been selected (see table of useful economic lives above).

Where SHG funded property is sold, the grant becomes recyclable and is transferred to a recycled capital grant fund until it is reinvested in a qualifying new development and moved to work in progress. When the new development is completed the SHG is moved back into deferred income and amortised. If there is no requirement to recycle or repay the grant on disposal of the assets any unamortised grant remaining within creditors is released and recognised as income within the statement of comprehensive income.

Grants relating to revenue are recognised in the statement of comprehensive income over the same period as the expenditure to which they relate once performance related conditions have been met.

Other grants

Other grants are receivable from local authorities and other organisations. Capital grants are carried as deferred income in the statement of financial position and released to the statement of comprehensive income on a systematic basis over the useful economic lives of the asset for which it was received. Grants in respect of revenue expenditure are credited to the statement of comprehensive income in the same period as the expenditure to which they relate.

Recycled Capital Grant Fund

Following certain relevant events, primarily the sale of dwellings, the Regulator of Social Housing (RSH) can direct the Group to recycle the capital grant (SHG) or to repay the recoverable capital grant back to the Homes England. Where the grant is recycled the recoverable capital grant is credited to a Recycled Capital Grant Fund which is included as a creditor due within one year or due after more than one year as appropriate.

Sales under Right to Buy

Surpluses and deficits arising from the disposal of properties under the Right to Buy legislation are included within surplus on sale of fixed assets on the face of the statement of comprehensive income. The surpluses or deficits are calculated by reference to the carrying value of the properties. On the occurrence of a sale of properties that were originally transferred to Spelthorne Housing Association (now owned by A2Dominion South Limited), a relevant proportion of the proceeds is payable back to Spelthorne Borough Council.

Investment properties

Investment properties consist of commercial, student accommodation and market rent properties not held for social benefit. Investment properties, completed and under construction, are measured at cost on initial recognition and subsequently carried at fair value determined annually by external valuers and derived from the current market rents and investment property yields for comparable real estate, adjusted if necessary for any difference in the nature, location or condition of the specific asset. No depreciation is provided. Changes in fair value are recognised as part of the surplus for the year.

Valuation of investments

Investments in subsidiaries are measured at cost, less any provision for impairment. Cash and unlisted investments classified as fixed asset investments are measured at cost. Listed investments classified as fixed asset investments are remeasured to fair value at each balance sheet date. Gains and losses on remeasurement are recognised as part of the surplus for the year.

2. Accounting policies (continued)

Impairment

The housing property portfolio for the Group is assessed for indicators of impairment at each balance sheet date. Where indicators are identified then a detailed assessment is undertaken to compare the carrying amount of assets or cash generating units for which impairment is indicated to their recoverable amounts. The recoverable amount is taken to be the higher of the fair value less costs to sell or value in use of an asset or cash generating unit. The assessment of value in use may involve considerations of the service potential of the assets or cash generating units concerned or the present value of future cash flows to be derived from them appropriately adjusted to account for any restrictions on their use.

The Group defines cash generating units as schemes. Where the recoverable amount of an asset or cash generating unit is lower than its carrying value an impairment is recorded through a charge to income and expenditure.

Properties for sale

Shared ownership first tranche and commercial outright sale developments, both completed and under construction, are carried on the statement of financial position at the lower of cost and net realisable value. Cost comprises materials, direct labour, interest charges incurred during the development period and direct development overheads. Net realisable value is based on estimated sales price obtained from independent valuers and after allowing for all further costs of completion and disposal.

Concessionary loans

Concessionary loans are those loans made or received by the Group that are made:

- to further its public benefit objectives
- at a rate of interest which is below the prevailing market rate of interest
- not repayable on demand.

These loans are measured at the amount advanced at the inception of the loan less amounts received and any provisions for impairment. Any associated grant is recognised as deferred income until the loan is redeemed. The Group has a number of arrangements that are considered concessionary loans which are secured with floating charges, with no repayment plans and are assessed annually for recoverability.

Equity loans, Homebuy loans and grant

Under these arrangements the Group receives Social Housing Grant (Homebuy only) representing a maximum of 30% of the open market purchase price of a property to advance interest free loans of the same amount to a homebuyer. The buyer meets the balance of the purchase price from a combination of personal mortgage and savings. Loans advanced by the Group under these arrangements are disclosed in the investments section of the statement of financial position.

In the event that the property is sold on, the Group recovers the equivalent loaned percentage value of the property at the time of the sale. The grant becomes recyclable when the loans are repaid and the amount of grant to be recycled is capped at the amount received when the loan was first advanced. If there is a fall in the value of the property, the shortfall of proceeds is offset against the recycled grant. There are no circumstances in which the Group will suffer any capital loss.

Loans

All loans, investments and short-term deposits held by the Group are classified as basic financial instruments in accordance with FRS 102. These instruments are initially recorded at the transaction price less any transaction costs (historical cost), and subsequently measured at amortised cost. Loans and investments that are payable or receivable within one year are not discounted.

2. Accounting policies (continued)

Cash and cash equivalents

Cash and cash equivalents consist of cash at bank and in hand, deposits and short-term investments with an original maturity date of three months or less.

Derivative instruments and hedge accounting

The Group holds floating rate loans which expose the Group to interest rate risk, to mitigate against this risk the Group uses interest rate swaps. These instruments are measured at fair value (mark-to-market) at each reporting date. Each instrument's mark-to-market value is calculated with reference to mid-market rates. They are carried as assets when the fair value is positive and as liabilities when the fair value is negative.

The Group has designated each of the swaps against either existing drawn floating rate debt or against highly probable future floating rate debt. Hedge effectiveness is assessed using the hypothetical derivative method. To the extent the hedge is effective movements in fair value adjustments (other than adjustments for Group or counter party credit risk) are recognised in other comprehensive income and presented in a separate cash flow hedge reserve.

Leased assets

Rentals payable under operating leases are charged to the statement of comprehensive income on a straight-line basis over the lease term.

Leasehold sinking funds

Unexpended amounts collected from leaseholders for major repairs on leasehold schemes and any interest received are included in creditors less than a year (note 21) for works to be undertaken in the next 12 months and greater than one year (note 22) for future works beyond 12 months, with the related cash held in designated bank accounts (note 20).

Provisions

The Group recognises provisions for liabilities of uncertain timing or amounts. Provision is made for specific and quantifiable liabilities, measured at the best estimate of expenditure required to settle a legal or constructive obligation at the balance sheet date. Where the time value of money is material the amount expected to be required to settle the obligation is recognised at the present value using a discount rate. The unwinding of the discount is recognised as finance cost in the statement of comprehensive income in the year it arises.

Contingent liabilities

A contingent liability is disclosed for a possible obligation, for which it is not yet confirmed that a present obligation exists that could lead to an outflow of resources; or for a present obligation that does not meet the definitions of a provision or a liability as it is not probable that an outflow of resources will be required to settle the obligation or when a sufficiently reliable estimate of the amount cannot be made. This includes a contingent liability reflecting the potential future obligation to repay SHG where properties are disposed of.

Designated reserves

Designated reserves are held to provide reserves in respect of future major repairs spend. The Group maintains a reserve that covers the next three years, forecasted major repairs expenditure. Annually a transfer from designated reserves directly to the income and expenditure reserve is made for the value of the repairs expenditure incurred during that year.

Restricted funds

Restricted funds are funds that can only be used for particular restricted purposes within the objects of the Group. Restrictions arise when specified by a donor or grant maker or when funds are raised for particular restricted purpose.

2. Accounting policies (continued)

Qualifying charitable donations

Entities within A2Dominion Group make qualifying charitable donations to other Group members to ensure that each entity has sufficient funding for their needs. All donations are initially treated as if they are distributions, made to the direct parent of that entity, and recorded in the statement of equity/reserves at the point there is a legal obligation to make the payment. Qualifying charitable donations received from a subsidiary are treated as income and recognised at the point of legal entitlement.

In some cases the distribution may be made to the parent with the intention that it be transferred to another Group member. Where that donation is transferred from the parent to another Group member the payment is treated as an investment by the parent in the recipient. As the investment is made with no expectation of return, it is immediately impaired, and the impairment charge is recorded in the statement of comprehensive income. The substance of these transactions is that the receipt of the distribution and subsequent investment do not form part of the activities of the parent so these transactions are netted off in the statement of comprehensive income.

Judgements in applying accounting policies and key sources of estimation uncertainty

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

- Whether there are indicators of impairment of the Group's tangible assets. Factors taken into consideration in reaching such a decision include the economic viability and expected future financial performance of the asset and where it is a component of a larger cash-generating unit, the viability and expected future performance of that unit. The Board have considered the measurement basis to determine the recoverable amount of assets where there are indicators of impairment based on EUV-SH or depreciated replacement cost. The members have also considered impairment based on their assumptions to define cash or asset generating units.
- What constitutes a cash generating unit (CGU) when indicators of impairment require there to be an impairment review. A scheme is a group of uniquely identifiable related units which are determined to be the smallest identifiable type of group of assets that generate cashflows independent from another groups of assets. Scheme level has therefore been identified as a suitable CGU.
- The categorisation of housing properties as investment properties or property, plant and equipment based on the use of the asset. Where property is held primarily for the provision of social benefit it is accounted for as property, plant and equipment in accordance with FRS102 section 17. Properties that are held for capital appreciation or to earn commercial rents or both are accounted for as investment property in accordance with FRS102 section 16.
- Whether investments in subsidiaries are recoverable based on the net assets of the subsidiary investment in relation to its total share capital. Where a subsidiary has a net liability position at year end the investment is assessed for recoverability based on the ability of that company to trade out of that position and this is based on the forecast future cashflows.
- The residual value of Shared Ownership Properties greater than carrying value. The impairment review methodology applies an average staircasing margin to the unsold equity. This average is based on the margins achieved in the current year.
- The presentation of loans. As a result of the Regulatory Downgrade, management, with support from legal advisors, reviewed all financing arrangements to determine that we remained in compliance with all loan covenants and were able to satisfy ourselves to this effect, no covenant breach was identified and all loans are presented as short or long term liabilities in line with the original maturity profiles agreed.
- The categorisation of financial instruments as basic or other, determining whether they are held at cost or fair value.

Judgements in applying accounting policies and key sources of estimation uncertainty

Other key sources of estimation uncertainty

- **Disposal of housing property fixed assets**

In accordance with Section 17 of FRS 102, the properties were classified as property, plant, and equipment. Paragraph 17.27(a) of FRS 102 requires that an item of property, plant, and equipment be derecognised upon disposal. Furthermore, paragraph 17.29 states that the date of disposal should be determined by applying the principles in Section 23, which governs revenue recognition for the sale of goods.

Under paragraph 23.10 of FRS 102, five conditions must be met for revenue to be recognised of these three have no management judgement and are met; revenue can be reliably measured; it is probable that economic benefits will flow to the entity; and the transaction costs can be measured reliably.

For the remaining two conditions management has made a judgement.

Management has determined that the criteria for the transfer of significant risks and rewards of ownership were satisfied upon the unconditional exchange of contracts at a fixed price. While certain indicators suggest this transfer could occur either at exchange or at completion, management's judgement is that the most substantial risks and rewards passed to the buyer at the point of exchange. This is based on the fact that, from that date, the Group is neither entitled to any increase in the sale price nor exposed to any decrease in the asset's value between 31 March 2025 and completion. Furthermore, any insurance proceeds arising during this period would be payable to the buyer.

Management assessed whether the Group retained continuing managerial involvement or effective control over the properties following the unconditional exchange of contracts. On balance, it was concluded that any involvement during the two-day period between exchange and completion was primarily to safeguard the tenant's interests—ensuring uninterrupted services until legal ownership transferred to the buyer at completion. While some indicators suggest this condition could be met either at exchange or at completion, management's judgement is that the absence of entitlement to any insurance proceeds in the event of property damage during this period supports the view that the Group did not retain the usual level of managerial involvement typically associated with ownership.

Additionally, paragraph 23.13 of FRS 102 states that "if an entity retains only an insignificant risk of ownership, the transaction is a sale and the entity recognises the revenue. For example, a seller recognises revenue when it retains the legal title to the goods solely to protect the collectability of the amount due."

Management considers that the contract structure serves primarily to safeguard the seller against non-payment at completion, while also ensuring continuity of services for tenants during the two-day period between exchange and completion. Accordingly, management is of the view that A2Dominion retained only an insignificant risk of ownership during this interim period.

Therefore, management concludes that the Group meets the criteria set out in FRS 102 paragraph 23.13, having retained only an insignificant risk of ownership between exchange and Completion.

- **Tangible fixed assets (see notes 13 and 14)**

Tangible fixed assets, other than investment properties, are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as economic conditions are considered. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.

For housing property assets, the assets are broken down into components based on management's assessment of the properties. Individual useful economic lives are assigned to these components.

- **Allocation of costs (see note 14)**

Appropriate allocation of costs between mixed tenure developments and between first and subsequent shared ownership tranches.

Assumptions reflect those approved by management appraisals. Scheme costs are split by unit based on the floor area on the planning application and the site plan.

First and subsequent shared ownership cost of sales are calculated on a unit level based on the actual percentage of the equity sold applied on the total scheme cost on the Balance Sheet.

- **Investment properties (see note 15)**

Market Rent investment properties are professionally valued annually using a discounted cash flow method, in nominal terms, in line with the traditional approach used by private investors when appraising an opportunity and adjusted for future remediation repairs. In each case, a 10-year holding period has been used, with reversion of an exit value defined by the type of asset. Appropriate assumptions have been used as set out below and have had regard for the investors' target rates of return and appropriate costs of servicing the buildings and tenancies.

  - Discount rate – 7.0%-7.75%
  - Average cost per unit per annum (% of the gross rental income) – 27.0% - 30.0%
  - Exit yield – 4.5%-5.25%
  - Rental growth 2.5% - 4.0%
  - Sale rate – 0.0%

Commercial investment properties are valued on a rent capitalisation methodology (i.e. rent and yield approach) coupled with an assessment of what an owner-occupier might pay, in order to arrive at opinions of value. This is with reference to respective rental and capital value market data / sentiment. Yield, capital value and rental data have been obtained from commercial agents, auction sale data and commercial property databases.

The yields range has been assumed at 5.00% – 10.00% and are influenced by the following characteristics:

  - location
  - building fundamentals
  - property use
  - unexpired term on the leases
  - the covenant on the lease
  - level and timing of anticipated reversion
  - initial yield on current income

Student accommodation has been valued using a market based approach, where each asset has been valued on an individual basis using a discounted cashflow method. Appropriate assumptions have been used as set out below and have had regard for the investors target rates of return, appropriate costs of servicing the buildings, and tenancies which are linked to nomination agreements with universities.

  - Average cost per unit per annum (% of the gross rental income): 24.4%- 46.9%
  - Net yield: 5.35% - 47.25%
  - Discount rate: 8.95% to 40.00%

- **Recoverable amount of properties developed for sale (see note 18)**

Properties developed for sale are carried on the statement of financial position at the lower of cost or net realisable value. Cost is taken as the production cost which includes an appropriate proportion of attributable overheads. Net realisable value is based on estimated sale proceeds after allowing for further costs to completion and selling costs.

- **Recoverable amount of rental and other trade receivables (See note 19)**

The Group estimates the recoverable value of rental and other receivables and impairs the debtor based on the age profile of the debt, historical collection rates and the class of debt.

- **Fire safety provision (see note 27)**

Building safety provisions requires judgement to be made as to whether a constructive or legal obligation exists and whether a reliable estimation can be made. Management makes judgements on a scheme-by-scheme basis taking into account the facts and circumstances of each scheme. The key judgements applied are:

- Constructive obligation: Where the Group have made specific communications to residents that creates a valid expectation that certain works will be undertaken.
    - Legal obligation: A provision will be recognised where it is not reasonably practical or possible to avoid undertaking certain works.
- Reliable estimate: A provision will be recognised where management can reliably estimate the remediation costs.

Provisions recognised in the financial statements are based on previous constructive obligations made as a result of resident forums and/or direct correspondence to residents, where the Group communicated specific remedial works required and the final timelines when such works would be undertaken have been confirmed and have indicated that residents will not be liable for these costs. Additions to provisions relate to schemes where contracts or final tender prices are in place at the year end with the value of the provision based on the stated contract or tender value.

FRS 102 paragraph 21.6 states legal obligations can arise when an entity has an obligation that can be enforced by law and also states that obligations that will arise from the entity's future actions do not satisfy the condition in paragraph 21.4(a), no matter how likely they are to occur, even if the entity may intend to carry out expenditure to operate in accordance with legal requirements. In the Building Safety Act 2022 (BSA), specific remedial works are enforceable by the First-tier Tribunal issuing either Remediation Orders under section 123 or remediation contribution orders under section 124. The Group have not had any such orders issued.

No legal obligations were triggered for any additional schemes or properties.

Any remedial works not included in existing provisions are considered to be future operating costs which are strictly prohibited from recognition in accordance with FRS 102 paragraph 21.11B.

In accordance with FRS 102 paragraph 21.9, any pending claims or reimbursements from contractors are not offset against the provision.

- **A2Dominion Benefit Scheme (see note 28)**

The A2Dominion Benefit Pension Scheme's defined benefit valuation liability is calculated based on proposed actuarial assumptions by The Pensions Trust. In adopting these assumptions, the Group and our pension advisors reviewed the assumptions and determined that they fell within expected market range.

- **Defined benefit pension scheme surpluses (see note 28)**

Where it is probable the Group will not benefit from the surpluses or an asset, surpluses on defined benefit pension schemes are restricted to the asset ceiling calculated by the pension schemes actuaries. For the Oxford Local Government Pension Scheme, the surplus was restricted to the asset ceiling calculated by the schemes actuaries as it is not probable a surplus or a material asset will be realised by the Group.

3. Turnover, cost of sales, operating costs and operating surplus

Group	2025 Turnover £m	Cost of sales £m	Operating costs £m	Other operating items £m	Operating surplus/ (deficit) £m
Social housing lettings	**265.8**	**-**	**(200.0)**	**-**	**65.8**
Other social housing activities					
Supporting people	2.6	-	(2.3)	-	0.3
Management services	1.2	-	(0.9)	-	0.3
First tranche sales[1]	13.5	(11.2)	-	-	2.3
Development costs	-	-	(7.7)	-	(7.7)
Abortive costs	-	-	-	-	-
Impairment	-	-	(3.1)	-	(3.1)
Surplus on sale of fixed assets (note 9)	-	-	-	116.5	116.5
Leasehold property services	19.0	-	(29.4)	-	(10.4)
Community investments	0.5	-	(2.6)	-	(2.1)
Other	0.9	-	(0.6)	-	0.3
	37.7	**(11.2)**	**(46.6)**	**116.5**	**96.4**
Non-social housing activities					
Lettings	37.4	-	(17.9)	-	19.5
Development for sale[2]	48.7	(44.4)	-	-	4.3
Land sales	30.0	(26.5)	-	-	3.5
Development costs	-	-	(2.7)	-	(2.7)
Impairment of other investments	-	-	(8.3)	-	(8.3)
Share of jointly controlled entity operating profit	-	-	-	5.3	5.3
Other	1.9	-	-	-	1.9
	118.0	**(70.9)**	**(28.9)**	**5.3**	**23.5**
	421.5	**(82.1)**	**(275.5)**	**121.8**	**185.7**

[1]First tranche cost of sales includes impairment of £0.1 million (note 5).

[2] Development for sale cost of sales includes impairment of £0.7 million. (note 5).

3. Turnover, cost of sales, operating costs and operating surplus (continued)

	2024				
Group	Turnover £m	Cost of sales £m	Operating costs £m	Other operating items £m	Operating surplus/ (deficit) £m
Social housing lettings	**253.4**	**-**	**(207.8)**		**45.6**
Other social housing activities					
Supporting people	3.0	-	(2.4)	-	0.6
Management services	2.0	-	(0.1)	-	1.9
First tranche sales[1]	28.4	(27.2)	-	-	1.2
Development costs	-	-	(6.7)	-	(6.7)
Abortive costs	-	-	(1.5)	-	(1.5)
Impairment	-	-	(25.8)		(25.8)
Surplus on sale of fixed assets	-	-	-	27.4	27.4
Leasehold property services	13.7	-	(21.6)	-	(7.9)
Community investments	0.5	-	(2.9)	-	(2.4)
Other	0.9	-	(1.4)	-	(0.5)
	48.5	**(27.2)**	**(62.4)**	**27.4**	**(13.7)**
Non-social housing activities					
Lettings	36.4	-	(20.6)	-	15.8
Development for sale[2]	59.4	(59.4)	-	-	-
Land sales	0.1	-	-	-	0.1
Development costs	-	-	(3.3)		(3.3)
Share of jointly controlled entity operating profit	-	-	-	2.1	2.1
Other	1.8	0.1	0.2	-	2.1
	97.7	**(59.3)**	**(23.7)**	**2.1**	**16.8**
	399.6	**(86.5)**	**(293.9)**	**29.5**	**48.7**

[1]First tranche cost of sales includes impairment of £1.9 million.

[2] Development for sale cost of sales includes impairment of £5.7 million .

3. Turnover, cost of sales, operating costs and operating surplus (continued)

Group Particulars of income and expenditure from social housing lettings	2025 General needs housing £m	Supported housing £m	Temporary housing £m	Key worker £m	Low cost home ownership £m	Total £m	2024 Total £m
Turnover from social housing lettings							
Rent receivable net of identifiable service charges	152.7	11.6	8.7	21.5	21.8	**216.3**	204.7
Service charge income	11.9	8.1	-	1.2	8.5	**29.7**	28.5
Amortised government grants	12.9	1.3	0.1	(0.3)	1.7	**15.7**	17.3
Net rental income	177.5	21.0	8.8	22.4	32.0	**261.7**	250.5
Nomination fees	-	-	0.2	-	-	**0.2**	0.3
Other income	2.2	0.3	-	0.2	1.2	**3.9**	2.6
Turnover from social housing lettings	179.7	21.3	9.0	22.6	33.2	**265.8**	253.4
Expenditure on social housing lettings							
Management	(35.7)	(10.9)	(1.7)	(8.9)	(8.3)	**(65.5)**	(66.7)
Service charge costs	(17.2)	(5.5)	-	(1.1)	(7.8)	**(31.6)**	(34.7)
Routine maintenance	(31.3)	(4.1)	(1.2)	(2.3)	(1.3)	**(40.2)**	(39.1)
Major repairs	(13.3)	(0.6)	(0.2)	(0.1)	(1.2)	**(15.4)**	(15.2)
Planned maintenance	(4.9)	(1.6)	(0.2)	(0.2)	(0.2)	**(7.1)**	(5.2)
Bad debts	(0.5)	(0.2)	(0.2)	-	(0.1)	**(1.0)**	(1.8)
Property lease charges	(0.1)	(0.3)	(1.2)	-	-	**(1.6)**	(1.9)
Depreciation of housing properties	(29.9)	(2.6)	(0.6)	(2.6)	-	**(35.7)**	(36.0)
Accelerated depreciation on replaced components	(0.8)	(0.4)	-	(0.7)	-	**(1.9)**	(2.2)
Housing impairment	-	-	-	-	-	-	(5.0)
Operating costs on social housing lettings	**(133.7)**	**(26.2)**	**(5.3)**	**(15.9)**	**(18.9)**	**(200.0)**	**(207.8)**
Operating surplus/ (deficit) on social housing lettings	**46.0**	**(4.9)**	**3.7**	**6.7**	**14.3**	**65.8**	**45.6**
Void losses	(2.5)	(1.2)	(0.6)	(1.3)	-	**(5.6)**	(3.4)

3. Turnover, cost of sales, operating costs and operating surplus (continued)

Group Particulars of turnover from non-social housing lettings	2025 £m	2024 £m
Market rent	24.5	23.2
Student accommodation	11.7	11.7
Other	1.2	1.5
	37.4	**36.4**

Association	2025 Turnover £m	 Operating costs £m	 Operating surplus £m
Other social housing activities			
Management services[1]	197.4	(72.4)	125.0
Other	2.3	-	2.3
	199.7	**(72.4)**	**127.3**

[1] The value is impacted by the surplus on sale of fixed assets in the subsidiaries and the subsequent additional Group charge which for 2024/25 is included in the management services broken down by entity in note 35.

	2024 Turnover £m	 Operating costs £m	 Operating surplus/ (deficit) £m
Other social housing activities			
Management services	99.2	(66.4)	32.8
Other[1]	0.4	(26.3)	(25.9)
	99.6	**(92.7)**	**6.9**

[1] Operating cost includes impairment of intangible fixed assets.

4. Accommodation in management and development

Group	2024 No.	Additions No.	Disposals No.	Reclassifications No.	2025 No.
Social housing					
General needs housing	16,952	16	(3)	(2)	16,963
Affordable housing	1,733	260	(2)	3	1,994
Supported housing and housing for older people	1,738	-	(2)	(1)	1,735
Shared ownership	3,968	72	-	(131)	3,909
Key worker accommodation	2,591	30	-	-	2,621
Temporary accommodation	420	-	(351)	-	69
Other (includes garages, offices, and community centres)	1,106	-	(1)	-	1,105
Total owned and managed	28,508	378	(359)	(131)	28,396
General needs housing	113	-	-	-	113
Supported housing and housing for older people	456	-	(6)	(107)	343
Total owned and managed by others	569	-	(6)	(107)	456
Accommodation managed for others					
Supported housing and housing for older people	43	4	(4)	-	43
Keyworker	24	-	-	-	24
Leasehold	5,498	209	(5)	251	5,953
Freehold	1,871	25	(25)	16	1,887
Temporary accommodation	81	-	(18)	-	63
Other	2	-	-	-	2
Total managed for others	7,519	238	(52)	267	7,972
Total owned and managed	**36,596**	**616**	**(417)**	**29**	**36,824**
Non-social housing					
Student accommodation	1,451	-	(88)	(3)	1,360
Market rent	1,285	-	(66)	(26)	1,193
Other (commercial)	122	1	(5)	-	118
Total owned and managed	2,858	1	(159)	(29)	2,671
Overall					
Total owned	31,935	379	(524)	(267)	31,523
Total managed for others	7,519	238	(52)	267	7,972
Total owned and managed	**39,454**	**617**	**(576)**	**-**	**39,495**
Accommodation in development	1,305				451

5. Operating surplus

This is arrived at after charging

	Group		Association	
	2025 £m	2024 £m	2025 £m	2024 £m
Depreciation of housing properties	35.7	36.0	-	-
Accelerated depreciation on replaced components	1.9	2.2	-	-
Depreciation of other tangible fixed assets	1.3	1.4	0.7	0.8
Depreciation of other intangible fixed assets	4.0	3.0	4.0	3.0
Impairment of housing properties	-	5.0	-	-
Impairment of Intangible fixed assets	-	25.8	-	25.8
Impairment of other investments	8.3	-	-	-
Impairment of other fixed assets	3.1	-	-	-
Impairment of current assets	0.8	7.6	-	-
Surplus on sale to other registered provides	102.2	19.4	-	-
Operating lease rental				
- land and buildings	2.3	2.6	-	-
- office equipment, computer and vehicles	-	0.3	-	0.1
Auditor's remuneration (exclusive of VAT)				
- fees payable for the audit of the Group's accounts	0.5	0.5	-	-
- non-audit services[1]	-	-	-	-

[1] Non-audit services for the Group includes work on loan covenant reporting with a value of less than £50,000.

6. Employees

Average monthly number of employees expressed in full time equivalents:

A full-time equivalent is based on a 35-hour week.

	Group		Association	
	2025	2024	2025	2024
Administration	263	278	262	277
Development and sales	67	87	67	87
Housing, support and care	677	643	673	639
Repairs subsidiary	282	334	-	-
	1,289	**1,342**	**1,002**	**1,003**

6. Employees (continued)

Employee costs	Group		Association	
	2025 £m	2024 £m	2025 £m	2024 £m
Wages and salaries	60.5	59.7	50.1	48.3
Social security costs	6.5	6.4	5.5	5.3
Pension costs	3.3	3.3	2.9	2.9
Pension provision[1]	-	0.2	-	0.2
	70.3	**69.6**	**58.5**	**56.7**
Pension costs recognised in other comprehensive income				
Actuarial gain/ (loss) on defined pension scheme	**1.8**	**(5.6)**	**1.9**	**(5.1)**

[1] Provision for the local government pension schemes.

7. Directors and senior executive remuneration

Group	2025 £'000	2024 £'000
Salary and other benefits	1,238	1,447
Pension contributions, or pay in lieu thereof, in respect of services as directors	78	83
Compensation for loss of office	168	-
Total remuneration paid to executive directors	**1,484**	**1,530**

Emoluments of the highest paid executive officer (excluding pension contributions but including performance related pay and benefits in kind)	284	253

The highest paid executive officer participates on the same terms in the same defined contribution pension that is open to all eligible staff.

Salary banding for all employees earning over £60,000 (includes salary, performance related pay, compensation for loss of office, benefits in kind and pension contributions paid by the Group)

	Group		**Association**	
Salary Banding	2025 No.	2024 No.	2025 No.	2024 No.
£60,000 to £70,000	78	73	71	70
£70,001 to £80,000	52	39	49	35
£80,001 to £90,000	25	35	24	33
£90,001 to £100,000	28	26	28	23
£100,001 to £110,000	13	11	12	11
£110,001 to £120,000	9	9	9	9
£120,001 to £130,000	5	2	5	2
£130,001 to £140,000	2	3	2	3
£140,001 to £150,000	4	5	4	5
£150,001 to £160,000	2	2	2	2
£160,001 to £170,000	5	3	5	3
£170,001 to £180,000	2	1	2	1
£180,001 to £190,000	-	-	-	-
£190,001 to £200,000	-	-	-	-
£200,001 to £210,000	-	-	-	-
£210,001 to £220,000	2	3	2	3
£220,001 to £230,000	1	1	1	1
£230,001 to £240,000	1	2	1	2
£240,001 to £250,000	1	-	1	-
£260,001 to £270,000	2	-	2	-
£270,001 to £280,000	-	1	-	1
£300,001 to £310,000	1	-	1	-
	233	**216**	**221**	**204**

8. Board members

Fees of £247,845 (2024: £240,167) were paid to non-executive Board members during the year. Taxable travel allowances paid during the year to Board members amounted to nil (2024: nil). Non-executive Board members during the year ended 31 March 2025 were paid as follows:

Board/Committee Member	Members pay	Audit, Risk and Assurance Committee	Customer Service Committee	Strategic Development and Asset Committee	Finance Committee	Governance and Remuneration Committee	Group Board
Rachel Bowden	£19,665	✓				✓	✓
Alan Collett	£33,638					✓	✓
Steve Dickinson	£8,539			✓			
Elaine Elkington	£13,973		✓	✓			✓
Helene Griffin	£5,693		✓				
Liz Harrison	£5,693		✓				
Peter Hatch	£5,693		✓				
Andrew Kirkman	£13,973				✓		✓
Mark Parker	£8,539			✓			
Alex Roth	£13,973	✓					✓
Jas Saggu	£5,693	✓					
Coretta Scott	£7,763		✓				✓
Nigel Turner	£18,371		✓	✓			✓
Dennis Watson	£18,371			✓	✓		✓
Rob Weaver	£8,539			✓			
Louise Wilson	£18,371					✓	✓
Appointed							
Paul Fiddaman	£13,973	✓			✓		✓
Emma Palmer	£18,371		✓				✓
Resigned							
Mike Anderson	£8,539	✓			✓		
Rachael Barber	£475		✓				

8. Board members (continued)

	Attendance					
Board/Committee Member	Audit, Risk and Assurance Committee	Customer Service Committee	Strategic Development and Asset Committee	Finance Committee	Governance and Remuneration Committee	Group Board
Rachel Bowden	5/5				4/4	5/6
Alan Collett					4/4	6/6
Steve Dickinson			3/4			
Elaine Elkington		5/5	4/4			6/6
Helene Griffin		5/5				
Liz Harrison		5/5				
Peter Hatch		5/5				
Andrew Kirkman				3/4		5/6
Mark Parker			4/4			
Alex Roth	4/5					5/6
Jas Saggu	4/5					
Coretta Scott[1]		5/5				2/6
Nigel Turner		5/5	4/4			6/6
Dennis Watson			3/4	4/4		6/6
Rob Weaver			4/4			
Louise Wilson					4/4	5/6
Appointed						
Paul Fiddaman	4/5			3/4		5/6
Emma Palmer		5/5				6/6
Resigned						
Mike Anderson	5/5			4/4		
Rachael Barber		0/5				

[1] *Coretta Scott was co-opted to Group Board from 1st January 2025 (she was already a member of the Customer Service Committee).*

9. Surplus on sale of fixed assets

Group	2025						2024
	Shared ownership £m	Investment properties £m	Sales to other registered providers[1] £m	Other housing properties £m	Homebuy & equity loans £m	Total £m	Total £m
Disposal proceeds	20.7	28.1	183.8	7.4	0.1	240.1	91.3
Cost of disposals	(12.8)	(22.6)	(81.6)	(4.3)	-	(121.3)	(61.3)
Selling costs	(0.1)	(1.1)	-	(0.2)	-	(1.4)	(1.8)
Grant recycled	(0.8)	-	-	(0.1)	-	(0.9)	(0.8)
	7.0	**4.4**	**102.2**	**2.8**	**0.1**	**116.5**	**27.4**

[1] Sales to other registered providers surplus includes £6.3m of grant.

10. Interest receivable

	Group		Association	
	2025 £m	2024 £m	2025 £m	2024 £m
Interest receivable and similar income	2.0	2.9	1.0	1.0
Received from other Group entities	-	-	31.6	33.8
	2.0	**2.9**	**32.6**	**34.8**

11. Interest payable and similar charges

	Group		Association	
	2025 £m	2024 £m	2025 £m	2024 £m
Loans and bank overdrafts (on liabilities at amortised cost)	67.6	72.9	33.7	34.5
Finance related costs[1]	3.1	(2.6)	0.6	0.5
Recycled capital grant fund/disposal proceeds fund	0.9	0.7	-	-
	71.6	**71.0**	**34.3**	**35.0**
Interest payable capitalised on housing properties under construction	(5.5)	(6.9)	-	-
Interest payable capitalised on investment housing properties under construction	-	(0.4)	-	-
	66.1	**63.7**	**34.3**	**35.0**
Capitalisation rates used to determine the finance costs capitalised during the year	4.3%-5.3%	3.7% - 5.2%	-	-
Other financing costs through statement of comprehensive income				
Movement in fair value of financial instruments	2.1	2.5	-	-
Other financing costs through other comprehensive income				
Gain on fair value of hedged derivative instruments	4.8	2.7	-	-

[1] *The finance related costs are in credit in 2024 due discount received on the repayment of a bond.*

12. Tax on surplus on ordinary activities

	Group 2025 £m	Group 2024 £m	Association 2025 £m	Association 2024 £m
Current tax				
UK corporation tax on surplus for the year	-	-	-	-
Adjustments in respect of prior years	-	-	-	-
Total current tax charge	-	-	-	-
Deferred tax				
Adjustment in respect of prior periods	(5.9)	0.1	-	-
Origination and reversal of timing differences	(10.9)	(4.7)	-	-
Total deferred tax credit	**(16.8)**	**(4.6)**	-	-
Total credit in the year	**(16.8)**	**(4.6)**	-	-
Movement in deferred tax charge				
Provision at start of year	(4.5)	(0.2)	-	-
Deferred tax (credited) in the statement of comprehensive income for the year	(16.8)	(4.6)	-	-
Deferred tax charged in the statement of equity	-	0.3	-	-
Provision at end of year	**(21.3)**	**(4.5)**	-	-

A reconciliation of the tax credit to the surplus/ (deficit) on ordinary activities before tax is provided below:

	Group 2025 £m	Group 2024 £m	Association 2025 £m	Association 2024 £m
Surplus/(deficit) on ordinary activities before tax	100.0	(24.7)	-	-
UK corporation tax at 25%	**25.0**	**(6.2)**	**-**	**-**
Effects of:				
Other tax adjustments, reliefs and transfers	(34.8)	(1.7)	-	-
Deferred tax adjustments	(6.1)	2.5	-	-
Fixed asset differences	(0.9)	0.8	-	-
Current tax credit for year	**(16.8)**	**(4.6)**	**-**	**-**

The deferred tax credit relates to deferred tax generated from the movement in unrealised value of our investment properties, share of joint controlled entity operating profits received and recognised as income in the accounts compared to that recognised in the taxable surplus and other timing differences between taxable and accounting surpluses, assessed at an effective rate of 25% (2024: 25%).

13. Tangible Fixed Assets: properties

Group	Social housing completed £m	Social housing under construction £m	Shared ownership completed £m	Shared ownership under construction £m	Keyworker completed £m	Keyworker under construction £m	Total £m
Cost or valuation							
At 1 April 2024	2,626.1	113.9	396.3	34.6	146.7	21.2	3,338.8
Reclassification	(0.7)	0.9	(0.6)	0.4	-	-	-
Additions at cost							
Construction works	-	19.8	-	1.0		10.7	31.5
Capitalised interest	-	3.3	-	0.8		1.4	5.5
Works to existing properties	26.0	-	-	-	2.7	-	28.7
Transfer to current asset	-	-	0.2		-	-	0.2
Transfer (from) completed to under construction	-	-	-	-	(6.3)	4.1	(2.2)
Transfer from investment properties	1.2	-	-	-	-	-	1.2
Schemes completed	124.1	(124.1)	20.4	(20.4)	28.4	(28.4)	-
Retention released	(0.3)	-	(0.5)	-	-	-	(0.8)
Disposals							
Planned disposals	(4.6)	-	-	-	-	-	(4.6)
Stock Transfer[1]	(89.8)	-	-	-	-	-	(89.8)
Replaced components	(9.5)	-	-	-	(3.5)	-	(13.0)
Staircasing sales	-	-	(12.8)	-	-	-	(12.8)
At 31 March 2025	**2,672.5**	**13.8**	**403.0**	**16.4**	**168.0**	**9.0**	**3,282.7**
Depreciation and impairment							
At 1 April 2024	453.7	4.0	0.4	8.2	33.5	-	499.8
Reclassification	-	-	-	-	-	-	-
Transfer (from) completed to under construction	-	-	-	-	(2.2)	-	(2.2)
Charge for the year	33.0	-	-	-	2.7	-	35.7
Impairment	-	-	-	-	-	-	-
Disposals							
Planned disposals	(0.6)	-	-	-	-	-	(0.6)
Stock Transfer	(10.9)	-	-	-	-	-	(10.9)
Replaced components	(8.3)	-	-	-	(2.8)	-	(11.1)
At 31 March 2025	**466.9**	**4.0**	**0.4**	**8.2**	**31.2**	**-**	**510.7**
Net book value							
At 31 March 2025	**2,205.6**	**9.8**	**402.6**	**8.2**	**136.8**	**9.0**	**2,772.0**
At 31 March 2024	**2,172.4**	**109.9**	**395.9**	**26.4**	**113.2**	**21.2**	**2,839.0**

[1] The stock transfer is the transfer of 340 temporary accommodation units to Westminster City Council with the respective grant liability of £9.0 million transferred with the properties.

13. Tangible Fixed Assets: properties (continued)

Housing properties book value, net of depreciation comprises	2025 £m	2024 £m
Freehold land and buildings	1,922.0	1,937.2
Long leasehold land and buildings	770.5	843.7
Short leasehold land and buildings	79.5	58.1
	2,772.0	**2,839.0**

Expenditure on works to existing properties	2025 £m	2024 £m
Amounts capitalised	28.7	37.3
Amounts charged to income and expenditure account	22.5	20.4
Total	**51.2**	**57.7**

The amount of assets given as security (existing use value (EUV) basis of valuation) as at 31 March 2025 is £1.6 billion (2024: £1.6 billion).

Valuation for disclosure only	2025 £m	2024 £m
Completed property at accounting valuation	3,727	3,634

The completed property at accounting valuation disclosed above includes housing properties held as investment properties (note 15).

For information purposes only, completed housing properties are valued at 31 March 2025 by Jones Lang LaSalle Limited, qualified professional independent external valuers.

The valuation of the social housing and shared ownership properties was undertaken in accordance with the Royal Institute of Chartered Surveyors (RICS) Red Book. Properties are valued either at EUV for Social Housing (EUV-SH), or Market Value (MV -T) for all non-social housing.

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

Social housing and shared ownership only	
Discount rate (income)	4.5%-6.5%
Discount rate (sales)	7.5%-7.75%
Rent Assumptions	
Social rented (including supported housing and housing for older people)	Current rent plus CPI+1.0%
Shared ownership	RPI+0.5%
Other rents	RPI+1.0% or in accordance with any relevant lease or nomination agreements.

Impairment

The Group considers an individual scheme to represent separate cash generating units when assessing for impairment in accordance with the requirements of FRS102 and SORP 2018. During the current year, the Group has recognised impairment of fixed asset housing properties of £nil (2024: £5.0 million).

14.Other Fixed Assets

Group	Other tangible fixed assets					Other intangible fixed assets	
	Furniture fixtures and fittings £m	Leasehold offices £m	Computers, office equipment and motor vehicles £m	Freehold offices £m	Total tangible assets £m	Computer software & IT project £m	Total intangible assets £m
Cost							
At 1 April 2024	6.2	0.2	5.2	22.8	**34.4**	50.1	**50.1**
Additions	0.3	-	0.3	0.1	**0.7**	3.3	**3.3**
Disposal	-	-	-	-	**-**	-	**-**
At 31 March 2025	6.5	0.2	5.5	22.9	**35.1**	53.4	**53.4**
Depreciation and impairment							
At 1 April 2024	5.4	0.2	4.2	2.6	**12.4**	39.1	**39.1**
Charged in year	0.4	-	0.6	0.3	**1.3**	4.0	**4.0**
Impairment	-	-	-	3.1	**3.1**	-	**-**
Disposal	-	-	-	-	**-**	-	**-**
At 31 March 2025	5.8	0.2	4.8	6.0	**16.8**	43.1	**43.1**
Net book value							
At 31 March 2025	**0.7**	**-**	**0.7**	**16.9**	**18.3**	**10.3**	**10.3**
Net book value							
At 31 March 2024	**0.8**	**-**	**1.0**	**20.2**	**22.0**	**11.0**	**11.0**

The cumulative impairment included in intangible fixed assets depreciation and impairment total is £25.8 million (2024: £25.8 million).

14.Other Fixed Assets (continued)

Association	Other tangible fixed assets				Other intangible fixed assets	
	Furniture fixtures and fittings £m	Leasehold offices £m	Computers, office equipment and motor vehicles £m	Total tangible assets £m	Computer software & IT project £m	Total intangible assets £m
Cost						
At 1 April 2024	1.8	0.2	5.2	**7.2**	50.1	**50.1**
Additions	-	-	0.3	**0.3**	3.3	**3.3**
Disposals	-	-	-	**-**	-	**-**
At 31 March 2025	1.8	0.2	5.5	**7.5**	53.4	**53.4**
Depreciation and impairment						
At 1 April 2024	1.7	0.2	4.2	**6.1**	39.1	**39.1**
Charged in year	0.1	-	0.6	**0.7**	4.0	**4.0**
Impairment	-	-	-	**-**	-	**-**
Disposal	-	-	-	**-**	-	**-**
At 31 March 2025	1.8	0.2	4.8	**6.8**	43.1	**43.1**
Net book value						
At 31 March 2025	**-**	**-**	**0.7**	**0.7**	**10.3**	**10.3**
Net book value						
At 31 March 2024	0.1	-	1.0	1.1	11.0	11.0

The cumulative impairment included in intangible fixed assets depreciation and impairment total is £25.8 million (2024: £25.8 million).

15.Investment properties

Group	Student accommodation £m	Market rent £m	Commercial £m	Properties under construction at fair value £m	Total £m
At 1 April 2024	143.0	417.3	27.4	-	587.7
Reclassification	0.8	(0.8)	-	-	-
Additions	-	0.3	-	-	0.3
Disposals	(0.8)	(20.8)	(1.0)	-	(22.6)
Transfer from retention	-	(0.6)	-	-	(0.6)
Transfer from fixed asset property	(1.2)	-	-	-	(1.2)
Revaluation	1.7	(14.4)	(0.2)	-	(12.9)
At 31 March 2025	**143.5**	**381.0**	**26.2**	**-**	**550.7**

The Group's investment properties are valued annually as at 31 March by Jones Lang LaSalle Limited, qualified professional independent external valuers. The valuations were undertaken in accordance with the RICS Red Book. Market rent units, student accommodation and commercial assets are valued at Fair Value (FV).

In valuing the market rent properties, a discounted cash flow methodology was adopted with the following key assumptions:

Discount rate	7.5%
Level of long-term annual rent increase	2.5%

Full vacant possession value for the market rent 31 March 2025 is £481.2million (2024: £508.1 million). This gives an indication of the worth of these if they were to be sold individually in the open property market.

Commercial properties have been valued using a rent capitalisation methodology (i.e., rent and yield approach). For the majority of our income producing assets a Net Initial Yield has been used to capitalise the current rental income into perpetuity.

Student accommodation has been valued using a discounted cash flow methodology, where each scheme has been valued on an individual basis.

The loss on revaluation of investment property of £12.9 million (2024: £14.5 million) has been debited to the Statement of Comprehensive Income for the year.

If investment property had been accounted for under the historic cost accounting rules, the properties would have been measured as follows:

Group	Student accommodation £m	Market rent £m	Commercial £m	2025 £m	2024 £m
Historic cost	69.5	374.3	30.7	474.5	497.1
Accumulated depreciation	(16.7)	(11.8)	(1.5)	(30.0)	(28.8)
	52.8	**362.5**	**29.2**	**444.5**	**468.3**

16. Investments: Homebuy loans

Group	2025 £m	2024 £m
At 1 April	2.2	2.2
Loans redeemed	-	-
At 31 March	**2.2**	**2.2**

Investments in Homebuy loans represent an equity stake in third party properties purchased under the Homebuy scheme. Security for the loans is based on the assets the loans relate to. Terms of repayment for all loans are on redemption.

17. Fixed asset investments

Group	Equity loans £m	Other £m	Total £m	Association Investment in subsidiaries £m
At 1 April 2024	4.3	34.4	38.7	120.6
Additions	-	-	-	-
Disposals/redeemed	-	-	-	-
Movement in fair value	-	(10.0)	(10.0)	-
Impairment of investment	-	(8.3)	(8.3)	-
At 31 March 2025	**4.3**	**16.1**	**20.4**	120.6

Investments in equity loans represent an equity stake in third party properties purchased under the equity loan scheme. Security for the loans is based on the assets the loans relate to. Terms of repayment for all loans are on the sale of the property.

Other investments relate to the following, representing fair value remeasurements:

	31 March 2025		31 March 2024	
	Cost £m	Market value £m	Cost £m	Market value £m
Investments listed on a recognised stock exchange	0.6	1.9	1.0	1.9
British government securities	3.1	3.8	3.2	3.9
Cash and utilised investments	4.9	5.3	5.1	5.1
Freehold investments	14.9	5.1	14.9	23.5
	23.5	**16.1**	**24.2**	**34.4**

Investments are measured at the quoted market price on a recognised stock exchange as at the 31 March 2025. Freehold investments are valued at Market Value determined by Jones Lang LaSalle Limited, qualified external valuers. This is based on the present value of future income streams with yields applied between 7.7% - 12.5% depending on ground rent review terms.

17. Fixed asset investments (continued)

Group	Jointly controlled entities £m
Cost	
At 1 April 2024	**63.6**
Additions	1.3
Disposal/Redeemed	(29.9)
At 31 March 2025	**35.0**
Share of retained profits	
At 1 April 2024	**10.7**
Profit for the year	5.3
Distributions	(5.2)
31 March 2025	**10.8**
Net book value	
At 31 March 2025	**45.8**
At 31 March 2024	**74.3**

17. Fixed asset investments (continued)

The Group holds an interest in 10 jointly controlled entities through A2Dominion Developments Limited:

Company	Country of incorporation or registration	Partner	Group interest	Group voting rights	Nature of business	Nature of entity
Elmsbrook (Crest A2D) LLP	England	Crest Nicholson Operations Limited	50%	50%	Develops and sells properties	Limited Liability Partnership
Green Man Lane LLP	England	Rydon (Ealing) Limited	50%	50%	Develops and sells properties	Limited Liability Partnership
Keybridge House LLP	England	Mount Anvil (Keybridge House) Limited	50%	50%	Develops and sells properties	Limited Liability Partnership
Keybridge House 2 LLP	England	Mount Anvil (Keybridge House 2) Limited	50%	50%	Develops and sells properties	Limited Liability Partnership
Crest A2D (Walton Court) LLP	England	Crest Nicholson Operations Limited	50%	50%	Develops and sells properties	Limited Liability Partnership
A2D NK Homes LLP	England	Nicholas King Homes PLC	80%	50%	Develops and sells properties	Limited Liability Partnership
A2D NKH Chinnor LLP	England	Nicholas King Homes PLC	80%	50%	Develops and sells properties	Limited Liability Partnership
A2D NKH Cranleigh LLP	England	Nicholas King Homes PLC	80%	50%	Develops and sells properties	Limited Liability Partnership
West King Street Renewal LLP	England	London Borough of Hammersmith & Fulham	50%	50%	Develops and sells properties	Limited Liability Partnership
A2DD-HP Boston Road LLP	England	Higgins Construction PLC	50%	50%	Develops and sells properties	Limited Liability Partnership

17. Fixed asset investments (continued)

The amount included in respect of jointly controlled entities includes the following:

Group	A2D NK Homes LLP £m	Green Man Lane LLP £m	Crest A2D (Walton Court) LLP £m	Elmsbrook (Crest A2D) LLP £m	A2DD-HP Boston Road LLP £m	West King Street Renewal LLP £m	Total £m
Turnover	17.8	11.4	13.2	1.5	21.1	20.1	85.1
Cost of sales and administration expenses	(15.2)	(10.4)	(13.3)	(1.5)	(17.1)	(21.2)	(78.7)
Other finance cost	(0.5)	0.0	(0.3)	-	(0.4)	0.1	(1.1)
Surplus/(deficit) for the year	**2.1**	**1.0**	**(0.4)**	**-**	**3.6**	**(1.0)**	**5.3**
Share of:							
Current assets	13.7	0.9	7.9	1.6	8.3	34.0	66.4
Liabilities due within one year	(8.5)	(0.7)	(1.0)	(0.4)	(0.8)	(9.2)	(20.6)
Net assets	**5.2**	**0.2**	**6.9**	**1.2**	**7.5**	**24.8**	**45.8**
Share of capital commitments	-	-	0.3	-	0.1	0.8	1.2

17. Fixed asset investments (continued)

The principal undertakings in which the Association has an interest are as follows:

Company	Country of incorporation or registration	Group's share of voting rights	Nature of business	Nature of entity
A2Dominion Homes Limited	England	100%	Rents properties for social housing	Registered provider of social housing
A2Dominion South Limited	England	100%	Rents properties for social housing	Registered provider of social housing
A2Dominion Housing Options Limited	England	100%	Rents properties for affordable housing	Non-charitable registered provider of social housing
A2Dominion Residential Limited	England	100%	Rents properties at market rents	Incorporated Company
A2Dominion Developments Limited	England	100%	Develops and sells properties	Incorporated Company
A2D NKH (Mytchett) Limited	England	100%	Develops and sells properties	Incorporated Company
A2Dominion Housing Finance Limited	England	100%	Raise funds for the operational business	Non-charitable Co-operative and Benefit Society
Pyramid Plus London LLP	England	70%	Property maintenance services	Limited Liability Partnership
Pyramid Plus South LLP	England	70%	Property maintenance services	Limited Liability Partnership
A2D Funding II PLC[1]	England	-	Issue retail bonds and lend proceeds	Public Limited Company
A2Dominion Treasury Limited	England	100%	Dormant Company	Incorporated Company
A2Dominion Enterprises Limited	England	100%	Dormant Company	Incorporated Company
A2Dominion Investments Limited	England	100%	Dormant Company	Incorporated Company
Affordable Property Management Limited	England	100%	Dormant Company	Incorporated Company
Home Farm Exemplar Limited	England	100%	Non-Trading	Incorporated Company
Westland Close Management Limited	England	100%	Dormant Company	Incorporated Company
Kingsbridge Residential Limited	England	100%	Dormant Company	Incorporated Company
Upper Richmond Buildings Limited	England	100%	Non-Trading	Incorporated Company

[1] The Group guarantees the bond issue principal and interest within A2D Funding II PLC.

18.Properties for sale

Group	2025 £m	2024 £m
Open market sale: completed properties	3.4	2.6
Open market sale: under construction	17.8	83.5
Shared ownership: completed properties	11.8	14.8
Shared ownership: under construction	7.1	7.1
	40.1	**108.0**

19.Debtors

	Group		Association	
	2025 £m	2024 £m	2025 £m	2024 £m
Due within one year				
Rent and service charges receivable	14.3	14.3	-	-
Less: Provision for bad and doubtful debts	(4.4)	(4.5)	-	-
Net arrears	**9.9**	**9.8**	**-**	**-**
Trade debtors	0.2	0.4	0.2	0.4
Other debtors	24.0	19.5	5.4	3.1
Stock transfer	174.8	-	174.8	-
Fire safety recovery	14.9	13.9	-	-
Prepayment and accrued income	19.8	15.9	1.8	1.3
Loans due from joint ventures	-	15.6	-	-
Loans due from Group entities	-	-	9.0	7.7
Amounts due from Group entities	-	-	14.4	201.7
Capital and agency debtors	4.5	3.9	-	-
	248.1	**79.0**	**205.6**	**214.2**
Due after more than one year				
Loans due from subsidiary undertakings under on-lending arrangements (note 35)	-	-	693.7	702.6
Less: Provision for bad and doubtful debts	-	-	(40.0)	(40.0)
Other debtors	3.2	3.6	-	-
Deferred tax (note 29)	21.3	4.5	-	-
	24.5	**8.1**	**653.7**	**662.6**
	272.6	**87.1**	**859.3**	**876.8**

20. Cash and cash equivalents

	Group		Association	
	2025 £m	2024 £m	2025 £m	2024 £m
Cash at bank	28.0	27.6	18.3	12.4
Cash held in charge account[1]	3.9	3.8	3.9	3.8
Cash held in relation to sinking funds	18.1	14.1	-	-
	50.0	**45.5**	**22.2**	**16.2**

[1] This cash is held as security for the Surrey County Council Government Pension Scheme.

21. Creditors: amounts due in less than one year

	Group		Association	
	2025 £m	2024 £m	2025 £m	2024 £m
Loans and borrowings (note 25)	40.6	38.0	9.0	7.7
Trade creditors	8.8	14.7	6.2	13.2
Rent and service charges received in advance	20.7	16.7	-	-
Deferred capital grant (note 23)	66.6	66.5	-	-
Recycled capital grant fund (note 24)	9.1	5.4	-	-
Amounts owed to Group entities	-	-	107.4	223.3
Other taxation and social security	3.0	1.1	2.7	1.7
Other creditors	6.7	13.9	0.4	0.8
Accruals and deferred income	49.1	63.2	10.8	14.6
Interest accrued	1.9	2.4	-	-
Capital creditors	5.6	9.2	-	-
	212.1	**231.1**	**136.5**	**261.3**

22. Creditors: amounts falling due after more than one year

	Group		Association	
	2025 £m	2024 £m	2025 £m	2024 £m
Loans and borrowings (note 25)	1,404.9	1,504.0	812.7	821.3
Deferred capital grant (note 23)	935.7	964.2	-	-
Interest rate swap – cash flow hedge	2.5	9.0	-	-
Recycled capital grant fund (note 24)	8.9	9.3	-	-
Sinking funds	18.1	15.3	-	-
Capital creditors	10.3	10.5	-	-
Other creditors	7.4	8.1	-	-
	2,387.8	**2,520.4**	**812.7**	**821.3**

23. Deferred capital grant

Group	2025 Housing property £m	2025 Homebuy £m	2025 Total £m	2024 Housing property £m	2024 Homebuy £m	2024 Total £m
At 1 April	1,028.5	2.2	1,030.7	1048.6	2.2	1,050.8
Grants received during the year:						
Housing properties	0.9	-	0.9	6.0	-	6.0
Recycled capital grant fund	1.4	-	1.4	1.9	-	1.9
Grants recycled during the year:						
Recycled capital grant fund	(8.7)	-	(8.7)	(2.8)	-	(2.8)
Amortised grant	(15.6)	-	(15.6)	(17.2)	-	(17.2)
Grants written off during the year	(0.1)	-	(0.1)	(0.1)	-	(0.1)
Transfer on asset disposal to other registered provider	(6.3)	-	(6.3)	(7.9)	-	(7.9)
Grant repaid	-	-	-	-	-	-
At 31 March	**1,000.1**	**2.2**	**1,002.3**	**1,028.5**	**2.2**	**1,030.7**
Due within one year	66.6		66.6	66.5	-	66.5
Due in more than one year	933.5	2.2	935.7	962.0	2.2	964.2

Without the amortisation of grant introduced under FRS 102, the amount of grant as at 31 March 2025 would have been £1,297.1million (2024: £1,313.5 million).

	Group 2025 £m	Group 2024 £m
Work in progress	9.8	49.6
Completed grant	1,287.3	1,263.9
	1,297.1	**1,313.5**

24. Recycled capital grant fund

Group	2025 Homes England £m	2025 Greater London Authority £m	2025 Total £m	2024 Homes England £m	2024 Greater London Authority £m	2024 Total £m
At 1 April	3.7	11.0	14.7	4.5	7.9	12.4
Inputs to fund:						
Grants recycled from deferred capital grants	1.0	7.7	8.7	0.7	2.1	2.8
Grants recycled from statement of comprehensive income	0.3	0.7	1.0	0.2	0.5	0.7
Interest accrued	0.2	0.7	0.9	0.2	0.5	0.7
Recycling of grant:						
New build properties	(0.1)	(1.3)	(1.4)	(1.9)	-	(1.9)
Grant repaid	-	(5.9)	(5.9)	-	-	-
At 31 March	**5.1**	**12.9**	**18.0**	**3.7**	**11.0**	**14.7**
Due within one year	2.7	6.4	9.1	1.2	4.2	5.4
Due in more than one year	2.4	6.5	8.9	2.5	6.8	9.3

25. Loans and borrowings

Loans and borrowings consist of bank loans secured by fixed charges on individual properties and the proceeds from retail, wholesale bonds and floating rate notes.

	Group		Association	
	2025 £m	2024 £m	2025 £m	2024 £m
Due within one year				
Bank loans	36.8	38.0	9.0	7.7
Other loans	3.8	-	-	-
	40.6	**38.0**	**9.0**	**7.7**
Due after more than one year				
Bank loans	519.2	613.1	69.2	78.2
Bonds	634.2	634.2	484.4	484.4
Other loans	256.4	262.3	260.0	259.8
Loan issue costs	(4.9)	(5.6)	(0.9)	(1.1)
	1,404.9	**1,504.0**	**812.7**	**821.3**
Within one year	40.6	38.0	9.0	7.7
Between one and two years	190.5	42.1	159.6	8.9
Between two and five years	537.8	623.5	426.3	490.1
After five years	681.5	844.0	227.7	323.4
Loan issue costs	(4.9)	(5.6)	(0.9)	(1.1)
	1,445.5	**1,542.0**	**821.7**	**829.0**

	Loan balance £m	Premium/ (discount) £m	Interest rate			Margin	
			Lowest	Highest	Weighted average	Lowest	Highest
Loans on floating rates	138.0	-	SONIA+ CAS[1]	SONIA+ CAS	SONIA+ CAS	0.33%	2.23%
Floating rate loans hedged with interest rate swaps	130.8	-	4.46%	4.60%	4.50%	0.46%	1.12%
Non-cancellable floating rate loans hedged with embedded fixes	389.2	-	4.08%	5.97%	4.76%	0.25%	0.75%
Bond and private placements	785.1	(0.6)	1.96%	11.33%	4.03%	-	-
Unmatched standalone swap	-	-	-	-	-	-	-
Total	**1,443.1**	**(0.6)**					

[1] *SONIA is a benchmark interest rate in the UK, reflecting the cost of overnight borrowing in the market. CAS, is an adjustment added to SONIA to account for the difference in risk and pricing between SONIA and LIBOR.*

25. Loans and borrowings (continued)

The bank and other loans are repaid by bullet payments or in half-yearly and quarterly instalments and carry fixed and variable rates of interest ranging from 1.96% (SONIA+CAS) to 11.33%. The final instalments fall to be repaid in the period 2025 to 2048 as tabulated below:

	2025	2025 Loan repayment		2024	2024 Loan repayment	
	Interest rate maturity ladder £m	Bullet £m	Instalment £m	Interest rate maturity ladder £m	Bullet £m	Instalment £m
Within 1 year	163.3	-	39.2	231.2	-	36.7
2 to 5 years	589.1	544.6	186.0	494.0	459.4	200.4
6 to 10 years	209.6	104.8	213.3	313.4	189.8	232.4
11 to 15 years	349.9	176.1	121.0	312.4	126.1	163.1
16 to 20 years	130.6	-	57.5	182.2	50.0	72.8
21 to 25 years	-	-	-	5.0	-	7.5
Total	**1,442.5**	**825.5**	**617.0**	**1,538.2**	**825.3**	**712.9**

The interest rate maturity ladder is a strategy where money is spread across different time periods. Bullet and instalment payments, refer to how debt is repaid—either all at once at the end (bullet) or in smaller regular payments (instalments). The maturity ladder is about timing your investments or refinancings to manage interest rate changes, while bullet/instalment payments focus on how you pay off debt.

At 31 March 2025 the Group had undrawn loan facilities of £400.4 million (2024: £351.1 million) which carry margins between 0.3% and 2.2%. As at 31 March 2025, debtors include £0.8 million cash (2024: £0.8 million) charged to lenders.

Loan Security

Borrowings consist of secured loan and club bond facilities totalling £748.1 million (2024: £844.2 million) and unsecured retail and wholesale bonds and floating rate notes totalling £694.4 million (net of discount) (2024: £694.0 million).

Loan facilities are secured by fixed charges over properties. Properties are charged to lenders based on either Market Value – Tenanted (MV-T) or Existing Use Value – Social Housing (EUV-SH), with asset cover ratios ranging between 105% to 150%. As at 31 March 2025, the overall charged value of properties was £2.5 billion, with an equivalent EUV-SH value of £1.6 billion. Retail and wholesale bonds, while unsecured carry a pledge to bond holders to retain unencumbered assets to the value of 130% of all unsecured borrowings. As at 31 March 2025, unencumbered assets consist of:

	Valuation basis	£m	Unsecured asset cover
Development work in progress	Cost	-	
Fixed asset investments	Fair Value	442.4	
Social housing properties	EUV-SH	1,511.4	
		1,953.8	282%

26. Financial instruments

	Group 2025 £m	Group 2024 £m
Financial assets		
Financial assets that are debt instruments measured at fair value:		
Fixed asset investments	11.0	10.9
Total financial assets	**11.0**	**10.9**
Financial liabilities		
Derivative financial instruments designated as standalone interest rate swaps without options measured at fair value	2.5	9.0
Total financial liabilities	**2.5**	**9.0**

The measurement of the financial instruments held at fair value, in accordance with FRS 102 paragraph 34.22, are categorised as Level Two: Inputs that are observable for the asset or liability, either directly or indirectly. The Board has considered the sensitivity for the interest rate risk it is exposed to and have determined that there is no material impact on the surplus for the year or the reserves.

The Group holds floating rate loans which expose it to interest rate risk, which is mitigated by interest rate swaps. These are interest rate swaps without options to receive floating/pay fixed rates for a fixed period:

Entity	Profile	Notional £m	Swap fixed rate	Start date	End date	Payments	SONIA basis
A2Dominion South	Bullet	35.0	4.570%	30/11/2007	30/11/2037	Quarterly	3 Month
A2Dominion South	Bullet	25.0	4.450%	01/07/2005	01/07/2035	Quarterly	3 Month
A2Dominion South	Bullet	25.0	4.520%	21/05/2008	21/05/2038	Quarterly	3 Month
A2Dominion South	Amortising	34.0	4.760%	31/12/2008	05/09/2030	Quarterly	3 Month
A2Dominion Homes	Bullet	16.0	5.220%	01/01/2009	22/09/2036	Quarterly	3 Month

During the year the change in fair value of the interest rate swaps was £6.9 million (2024: £5.2 million). Of the total notional value, £34.0 million is amortising in line with the underlying debt.

27. Provisions

Group	Pension £m	Major Works and defects £m	Fire safety provision £m	Legal and contractual £m	Holiday pay £m	Total £m
At 1 April 2024	1.5	4.2	22.6	0.1	0.3	28.7
Additions	-	5.0	4.0	-	-	9.0
Utilised/released in the year	-	(0.1)	(7.9)	-	-	(8.0)
At 31 March 2025	**1.5**	**9.1**	**18.7**	**0.1**	**0.3**	**29.7**

Association	Pension £m	Legal and Contractual £m	Holiday pay £m	Total £m
At 1 April 2024	1.5	0.1	0.3	1.9
Additions	-	-	-	-
Utilised in the year	-	-	-	-
At 31 March 2025	**1.5**	**0.1**	**0.3**	**1.9**

The pension provision relates to the provision for any future cessation events of the Oxford LGPS scheme.

The major works and defects provision reflects the latent defect work contractually required by the Group but yet to be completed. The provision relates to a number of schemes with work expected to be completed within three years and reflects the total cost the company expects to incur on its contractual liability.

The Group's fire safety provision is a result of providing for works to its properties to fulfil its responsibilities regarding fire safety. Following completion of a review of its tall buildings which included independent intrusive surveys, it was identified that the Group needs to complete works relating to external wall systems including cladding, remediation of balconies and other external features.

The fire safety provision is recognised in the financial statements based on previous constructive obligations made as a result of resident forums and/or direct correspondence to residents, where the Group communicated specific remedial works required and the final timelines when such works would be undertaken have been confirmed and have indicated that residents will not be liable for these costs. In some cases, these costs can be recovered from third parties e.g. through developer recovery or grant funding. Additions to provisions relate to schemes where contracts or final tender prices are in place at the year end with the value of the provision based on the stated contract or tender value.

The legal and contractual provision relates to an ongoing dispute and future contractual obligations.

28. Pensions

The Group's employees are members of the A2Dominion Benefit Scheme (A2BS) or the Surrey and Oxfordshire County Council Schemes or the Scottish Widows schemes. Further information on the defined benefit schemes is given below. Only the defined contribution (DC) section within A2BS is open to all new employees apart from the employees of the two property maintenance subsidiaries who are only eligible for the Scottish Widows DC scheme.

A2Dominion Benefit Scheme (Association and Group)

This is a defined benefit scheme and is a separate trustee administered fund holding the pension scheme assets to meet long term pension liabilities. A2BS DB section is closed to new entrants.

The most recent completed actuarial valuation as at 30 September 2021 showed a deficit of £34.2 million. The Group agreed with the trustee that it will aim to eliminate the deficit over a period of six years and six months from the valuation date by payment of contributions in line with the schedule of contributions. That is, £4.8 million per annum, increasing annually by 2% per annum. The Group pays £0.2 million per annum to meet the expenses of running the scheme. The Pension Protection Fund levy, Group Life premiums and any FRS 102 accounting support costs are met separately by the Group.

The projected unit method has been used to calculate the Scheme liabilities at 31 March 2025 by rolling forward the preliminary results of the triennial valuation as at 30 September 2024. The projected unit method results have been adjusted according to the FRS 102 financial and demographic assumptions applicable on 31 March 2025. The liability calculations have made allowance for the payment of benefits, actual salary increases and actual inflation over the year for the period to 31 March 2025.

The asset values at 31 March 2025 were provided by the Scheme's administrators. As required under FRS 102 the bid market value of the assets is generally used for the calculations in the disclosures and the market value of investment holdings has been taken as £63.2 million.

Local Government Pension Schemes

The Group participates in one local government pension scheme: Oxfordshire County Council Local Government Pension Fund. The Group exited the Surrey County Council Pension Fund 10 June 2023.

Surrey County Council Pension Fund (SCCPF) (Association and Group)

The SCCPF is a multi-employer scheme, administered by Surrey County Council under regulations governing the Local Government Pension Scheme, a defined benefit scheme. The most recent actuarial valuation for accounting purposes was completed to 31 January 2023 and reflected the point at which the last member left the scheme. The exit from this scheme triggered on 10 June 2023. The cessation valuation as set out below is in an asset position and there is no exit debt due by the Group. The Group has now exited the scheme.

Oxfordshire County Council Local Government Pension Scheme (OCCLGPS) (Group)

The Group also has five employees who participate in OCCLGPS. The scheme is a defined benefit scheme based on final salary. The most recent actuarial valuation for accounting purposes was completed on 31 March 2025. The employer's contributions to the OCCLGPS by the Group for the year ended 31 March 2025 were a contribution rate of 17.2% of pensionable salaries, set until the next funding valuation. Pension benefits depend generally upon age, length of service and salary level. This scheme is closed to new entrants.

28. Pensions (continued)

Reconciliation of present value of plan liabilities	2025 A2BS DB £m	2025 SCCPF £m	2025 OCCLGPS £m	2025 Total £m	2024 A2BS DB £m	2024 SCCPF £m	2024 OCCLGPS £m	2024 Total £m
At the beginning of the year	(84.3)	(7.6)	(11.0)	(102.9)	(83.3)	(7.6)	(10.8)	(101.7)
Cessation value	-	7.6	-	7.6	-	-	-	-
Current service cost	-	-	-	-	-	-	(0.1)	(0.1)
Contribution by plan participants	-	-	-	-	-	-	(0.1)	(0.1)
Interest cost	(4.1)	-	(0.5)	(4.6)	(4.0)	0.1	(0.5)	(4.4)
Actuarial gains	10.2	-	1.5	11.7	0.3	-	0.1	0.4
Benefits paid	2.7	-	0.5	3.2	2.7	(0.1)	0.4	3.0
At the end of the year	**(75.5)**	**-**	**(9.5)**	**(85.0)**	**(84.3)**	**(7.6)**	**(11.0)**	**(102.9)**

Reconciliation of fair value of plan assets	2025 A2BS DB £m	2025 SCCPF £m	2025 OCCLGPS £m	2025 Total £m	2024 A2BS DB £m	2024 SCCPF £m	2024 OCCLGPS £m	2024 Total £m
At the beginning of the year	66.2	8.1	12.3	86.6	66.3	8.0	11.5	85.8
Cessation value	-	(8.1)	-	(8.1)	-	-	-	-
Interest income on plan assets	3.3	-	0.5	3.8	3.3	(0.1)	0.5	3.7
Expenses	(0.2)	-	-	(0.2)	(0.2)	-	-	(0.2)
Experience on plan assets gains/ (losses)	(8.3)	-	(0.2)	(8.5)	(5.5)	0.1	0.7	(4.7)
Contributions by Group	5.0	-	0.1	5.1	5.0	-	-	5.0
Benefits paid	(2.7)	-	(0.5)	(3.2)	(2.7)	0.1	(0.4)	(3.0)
At the end of the year	**63.3**	-	**12.2**	**75.5**	**66.2**	**8.1**	**12.3**	**86.6**

28. Pensions (continued)

Net pension scheme liability	2025 A2BS DB £m	2025 SCCPF £m	2025 OCCLGPS £m	2025 Total £m	2024 A2BS DB £m	2024 SCCPF £m	2024 OCCLGPS £m	2024 Total £m
Fair value of plan assets	63.3	-	12.2	75.5	66.2	8.1	12.3	86.6
Present value of plan liabilities	(75.5)	-	(9.5)	(85.0)	(84.3)	(7.6)	(11.0)	(102.9)
	(12.2)	**-**	**2.7**	**(9.5)**	**(18.1)**	**0.5**	**1.3**	**(16.3)**
Surplus not recognised	-	-	(2.7)	(2.7)	-	(0.5)	(1.3)	(1.8)
Net pension scheme liability	**(12.2)**	**-**	**-**	**(12.2)**	**(18.1)**	**-**	**-**	**(18.1)**

Amounts recognised in income and expenditure	2025 A2BS DB £m	2025 SCCPF £m	2025 OCCLGPS £m	2025 Total £m	2024 A2BS DB £m	2024 SCCPF £m	2024 OCCLGPS £m	2024 Total £m
Included in administrative expenses:								
Current service cost	-	-	-	-	-	-	(0.1)	(0.1)
Expenses	(0.2)	-	-	(0.2)	(0.2)	(0.5)	-	(0.7)
	(0.2)	**-**	-	**(0.2)**	**(0.2)**	**(0.5)**	**(0.1)**	**(0.8)**
Amounts included in other finance costs	(0.8)	-	-	(0.8)	(0.7)	-	-	(0.7)
Net interest cost	**(0.8)**	**-**	-	**(0.8)**	**(0.7)**	**-**	**-**	**(0.7)**

28. Pensions (continued)

Analysis of actuarial gain/(loss) recognised in other comprehensive income	2025 A2BS DB £m	2025 SCCPF £m	2025 OCCLGPS £m	2025 Total £m	2024 A2BS DB £m	2024 SCCPF £m	2024 OCCLGPS £m	2024 Total £m
Actual return less interest income included in net interest income	(8.3)	-	(0.2)	(8.5)	(5.5)	0.1	0.7	(4.7)
Experience gains and losses arising on the scheme liabilities	(0.5)	-	0.1	(0.4)	(1.7)	0.4	(0.4)	(1.7)
Changes in assumptions underlying the present value of the scheme liabilities	10.7	-	1.4	12.1	2.0	(0.4)	0.5	2.1
Surplus not recognised	-	-	(1.4)	(1.4)	-	-	(1.3)	(1.3)
	1.9	**-**	**(0.1)**	**1.8**	**(5.2)**	**0.1**	**(0.5)**	**(5.6)**

Composition of plan assets	2025 A2BS DB £m	2025 SCCPF £m	2025 OCCLGPS £m	2025 Total £m	2024 A2BS DB £m	2024 SCCPF £m	2024 OCCLGPS £m	2024 Total £m
Equities	7.3	-	8.3	15.6	5.5	5.2	8.3	19.0
Bonds and gilts	2.6	-	2.6	5.2	1.0	2.2	2.7	5.9
Property	3.3	-	1.1	4.4	2.7	0.6	1.1	4.4
Cash	1.7	-	0.2	1.9	4.8	0.1	0.2	5.1
Liquid alternatives	12.2	-	-	12.2	7.8	-	-	7.8
Private credit	7.5	-	-	7.5	6.1	-	-	6.1
Other [1]	7.5	-	-	7.5	5.9	-	-	5.9
Liability driven investment strategy [2]	21.2	-	-	21.2	32.4	-	-	32.4
Total plan assets	**63.3**	**-**	**12.2**	**75.5**	**66.2**	**8.1**	**12.3**	**86.6**

[1] Other includes the following asset types, infrastructure, alternative growth, private debt and renewables.

[2] The underlying assets are gilts (Government Bonds) that are used for interest/inflation rate hedging strategy.

28. Pensions (continued)

Principal actuarial assumptions used at the balance sheet date

	2025 A2BS DB Years	2025 SCCPF Years	2025 OCCLGPS Years	2024 A2BS DB Years	2024 SCCPF Years	2024 OCCLGP Years
Discount rate	5.9	-	5.8	4.9	4.5	4.8
Future salary increases	2.8	-	2.8	2.9	4.1	2.8
Future pension increases	2.8	-	2.8	2.9	3.1	2.8
Inflation assumption	2.8	-	2.8	2.9	3.1	2.8

Mortality rates	2025 A2BS DB Years	2025 SCCPF Years	2025 OCCLGPS Years	2024 A2BS DB Years	2024 SCCPF Years	2024 OCCLGP Years
For a male aged 65 now	22.2	-	22.1	21.5	23.8	22.2
At 65 for a male aged 45 now	23.9	-	22.8	22.7	24.0	22.9
For a female aged 65 now	24.5	-	24.3	23.9	24.8	24.4
At 65 for a female aged 45 now	26.0	-	25.9	25.3	26.6	25.9

29. Deferred tax

Group	2025 £m	2024 £m
Investment property valuations, share of joint entity surplus and other timing differences	(21.3)	(4.5)
Deferred tax (asset)	**(21.3)**	**(4.5)**

The net reversal of deferred tax assets and liabilities expected in 2025 is not possible to estimate. Further reversals or increases in deferred tax balance may arise as a result of revaluations of investment property and financial instruments, recognition of joint controlled entity surpluses and other timing differences between accounting and taxable surpluses. As the future deferred tax balances, if any, will be dependent on future changes in fair values of assets and liabilities, it is not possible to estimate any further future reversals.

30. Non-equity share capital

Association	2025 £	2024 £
Shares of £1 each issued and fully paid		
At 1 April	11	11
Issued during the year	3	-
Surrendered during the year	(3)	-
At 31 March	**11**	**11**

The shares provide members with the right to vote at general meetings, but do not provide any rights to dividends or distributions on a winding up.

31. Contingent liabilities

The Group receives grants from Homes England and from the Greater London Authority, which are used to fund the acquisition and development of housing properties and their components. The Group has a future obligation to recycle such grant once the properties are disposed of. At 31 March 2025, the value of grant amortised in respect of these properties that had not been disposed of was £295.9 million (2024: £283.9 million). As the timing of any future disposal is uncertain, no provision has been recognised in these financial statements.

The Developer Pledge announced by Government in April 2022, whilst still subject to contract finalisation, intends to protect leaseholders from paying for fire remedial works in medium or high-rise properties and means that it is possible that some or all costs will be incurred by the Group. The Group will attempt to recover the cost from the original contractors where possible and will be seeking financial support from Government.

32. Operating leases

The payments which the Group and Association are committed to make under operating leases are as follows:

	Group		Association	
	2025 £m	2024 £m	2025 £m	2024 £m
Land and buildings				
Within one year	1.0	1.7	-	-
Two to five years	1.7	2.1	-	-
Over five years	0.1	0.3	-	-
	2.8	**4.1**	**-**	**-**
Vehicles and other equipment				
Within one year	0.1	0.1	0.1	0.1
	0.1	**0.1**	**0.1**	**0.1**

The Group had lease receivables under non-cancellable operating leases as set out below:

Group	2025 £m	2024 £m
Amounts receivable as lessor		
Not later than one year	18.9	25.3
Later than 1 year and not later than 5 years	23.3	30.7
Later than five years	75.5	79.3
	117.7	**135.3**

Amounts receivable as a lessor relate to tenures at a tenancy level and include only non-cancellable leases and exclude any lease that can be cancelled within a month by either party. Market rent, student accommodation, commercial properties and social units, which are leased to a third party to let, are included.

33. Capital commitments

Group	2025 £m	2024 £m
Capital expenditure		
Expenditure contracted for but not provided in the financial statements	18.3	65.3
Expenditure authorised by the Board, but not contracted	14.0	3.7
Maintenance expenditure contracted and authorised by the Board	48.9	50.0
	81.2	**119.0**

The Group expects to meet the above commitments from the following sources:

- Undrawn loan facilities totalling £400.4 million (2024: £351.1 million).
- Social housing grants and projected proceeds from first tranche sales of shared ownership dwellings and build for sale properties of £65.0 million (2024: £217.0 million).

34. Analysis of net debt

Group	1 April 2024 £m	Cash flow £m	Non-cash changes £m	31 March 2025 £m
Cash at bank and in hand	45.5	4.5	-	50.0
Loans due within 1 year	(38.0)	38.0	(40.6)	(40.6)
Loans due after more than 1 year	(1,504.0)	58.5	40.6	(1,404.9)
Derivatives due after more than 1 year	(9.0)	-	6.5	(2.5)
Net Debt	**(1,505.5)**	**101.0**	**6.5**	**(1,398.0)**

35. Related party transactions

The ultimate controlling party of the Group is A2Dominion Housing Group Limited. There is no ultimate controlling party of A2Dominion Housing Group Limited.

A2Dominion Housing Group consists of the companies listed in note 17. The Group also has interests in 10 joint ventures detailed in note 17.

A2Dominion Housing Group Limited provides management and administration services to the companies within the Group. The most significant element of this is staff costs as the subsidiaries within the Group do not have their own employees apart from A2Dominion Homes Limited which has a small number of employees. The management costs are apportioned on a salary and units basis. The Group Board has determined that for the foreseeable future A2Dominion Housing Group Limited will seek to recover its costs for management services and additionally build up its accounting reserves. The amount charged to A2Dominion Homes and A2Dominion South will be set at a level designed to maximise the build-up in reserves in A2Dominion Housing Group Limited, but limited to the extent that the charge must not generate an annual loss nor breach a Board KPI limit in either A2Dominion Homes Limited or A2Dominion South Limited. Pyramid Plus South LLP is apportioned management and administration services costs based on agreed values representing actual services provided.

The total management and administration costs apportioned in the year were:

Association	2025 £m	2024 £m
A2Dominion South Limited	159.6	45.3
A2Dominion Homes Limited	27.7	42.5
A2Dominion Housing Options Limited	4.6	6.1
A2Dominion Residential Limited	1.3	1.4
A2Dominion Developments Limited	2.1	2.3
Pyramid Plus London LLP	-	0.3
Pyramid Plus South LLP	2.1	1.3
	197.4	**99.2**

At 31 March 2025 A2Dominion Housing Group owed £93.0 million to its subsidiaries (2024: £21.6 million). This was in relation to working capital balances. The Group owns a 70% share in Pyramid Plus South LLP. The remaining 30% share is owned by MPS Housing Limited. The minority share of £0.8 million (2024: £1.0 million) relates to MPS Housing Limited's 30% share of the LLP's profit. During the year the Group owned a 70% share in Pyramid Plus London LLP. The remaining 30% share was owned by Breyer Group PLC who ceased to be a member on the 12 May 2025. The minority share £0.4 million (2024: £0.1 million) related to Breyer Group PLC's 30% share of the LLP's loss.

35. Related party transactions (continued)

Intra-group transactions between the Group's registered providers and its non-regulated subsidiaries for the year ended 31 March 2025 are summarised as follows:

	Services Provided £m	Services Received £m	Qualifying charitable donations £m	Loan interest payable £m	Loan interest receivable £m	Loans – creditors £m	Loans – debtors £m	Other creditors £m	Other debtors £m
A2Dominion Developments Limited									
A2Dominion Homes Limited	0.8		-	-	-	-	-	-	-
A2Dominion South Limited	8.4		-	-	-	-	-	(22.0)	-
A2Dominion Housing Group Limited	-		-	(8.3)	-	(81.1)	-	-	-
A2Dominion Housing Finance Limited									
A2Dominion South Limited	-		-	-	1.9	-	35.0	-	-
A2Dominion Residential Limited									
A2Dominion Homes Limited	-		-	-	-	-	-	-	-
A2Dominion South Limited	-		-	-	-	-	-	(5.6)	-
A2Dominion Housing Group Limited	-		-	(8.9)	-	(218.7)	-	-	-
Pyramid Plus London LLP									
A2Dominion Housing Group Limited	-	-	-	-	-	-	-	-	-
Pyramid Plus South Limited									
A2Dominion Housing Group Limited	36.9	(2.1)	-	-	-	-	-	(0.9)	0.1

35. Related party transactions (continued)

A2Dominion Homes Limited lends to A2Dominion Developments Limited at a fixed rate of 6%. The loan is secured with floating charges and is repayable in 2025. As at 31 March 2025, £nil (2024: £nil) was owed to A2Dominion Homes Limited. The interest and similar income payable on this loan during the year was £0.03 million (2024: £0.1 million).

A2Dominion South Limited lends to A2Dominion Developments Limited at a fixed rate of 6%. The loan is secured with floating charges and is repayable in 2025. As at 31 March 2025, £nil (2024: £nil) was owed to A2Dominion South Limited. The interest and similar income payable on this loan during the year was £0.03 million (2024: £0.1 million).

A2Dominion Housing Finance Limited lends to A2Dominion South Limited at SONIA + CAS + 0.5%. The loan is secured by floating charges and is repayable in instalments by 2033. As at 31 March 2025, A2Dominion South Limited had borrowings of £35.0 million (2024: £40.1 million). The interest and similar charges payable on this loan during the year was £1.9 million (2024: £2.5 million).

A2Dominion Housing Group Limited lends to A2Dominion South at fixed and variable rates of interest ranging from 3.51% to 5.97%. The loans are secured by floating charges and are repayable by 2039. As at 31 March 2025, A2Dominion South Limited had borrowings of £283.1 million (2024: £158.0 million), including £154.8 million (2024: £22.1 million) of PBE Concessionary loans at a fixed rate of 3.80%. The interest and similar charges payable on these loans during the year was £9.4 million (2024: £7.5 million).

A2Dominion Housing Group Limited lends to A2Dominion Housing Options via PBE Concessionary Loans at a fixed rate of 3.80%. The loan is secured by floating charges and is repayable at maturity in 2039. As at 31 March 2025, A2Dominion Housing Options Limited had borrowings of £119.8 million (2024: £128.3 million). The interest and similar charges payable on these loans during the year was £4.8 million (2024: £4.8 million).

A2Dominion Housing Group Limited lends to A2Dominion Residential Limited via PBE Concessionary Loans at a fixed rate of 3.80%. The loan is secured by floating charges and is repayable at maturity in 2039. As at 31 March 2025, A2Dominion Residential Limited had borrowings of £218.7 million (2024: £252.6 million). The interest and similar charges payable on these loans during the year was £8.9 million (2024: £9.6 million).

A2Dominion Residential has entered into a funding agreement and on-lends funds to fellow group entity A2D NKH (Mytchett) Limited at a rate of SONIA + CAS + 3%. As at 31 March 2025, A2Dominion Residential Limited had borrowings of £nil (2024: £6.3 million). The interest and similar charges payable on these loans during the year was £0.3 million (2024: £0.2 million).

A2Dominion Housing Group Limited lends to A2Dominion Developments via PBE Concessionary Loans at a fixed rate of 6%. The loan is secured with floating charges and is repayable at maturity in 2039. As at 31 March 2025, A2Dominion Developments Limited had borrowings of £81.1 million (2024: £171.5 million). The interest and similar charges payable on these loans during the year was £8.4 million (2024: £11.8 million).

35. Related party transactions (continued)

Transactions between Group entities and other related parties are summarised as follows:

A2Dominion Developments Limited is a subsidiary of A2Dominion Housing Group and a 50% joint venture partner of Green Man Lane LLP.

Rydon Construction Limited is a wholly owned subsidiary of Rydon Group Limited. Rydon Regeneration Limited is a wholly owned subsidiary of Rydon Holdings Limited. Real (Ealing) Limited was a wholly owned subsidiary of Real Places Limited. Rydon (Ealing) Limited is a subsidiary of Rydon Regeneration Limited and a 50% joint venture partner of Green Man Lane LLP

For Phase 6a, the LLP was funded by way of two loan facilities of £14.0 million in total signed on 19 December 2022 with A2Dominion Developments Limited and Rydon Regeneration Limited. At 31 March 2025 the LLP had utilised £13.5 million (2024: £13.5 million) (A2Dominion Developments Limited: £10.7 million and Rydon Regeneration Limited: £2.8 million) of these facilities. Interest is charged at 6.16% per annum. Additional member loan facilities of £2.8 million in total were signed on 27 March 2024 with A2Dominion Developments Limited and Rydon (Ealing) Limited, which are non-interest bearing. At 31 March 2025, the LLP had fully repaid all outstanding loans, including accrued interest and release fees.

Green Man Lane LLP and A2Dominion Homes entered into a joint arrangement on 29 August 2018 with Rydon Construction Limited to provide construction services, with the LLP's final share of contract being to the value of £21.2 million. During the financial year ending 31 March 2025 the LLP paid Rydon Construction Ltd £0.01 million, the final retention payment for the contract.

Green Man Lane LLP entered into an agreement on 22 February 2022 with Real LSE Limited to provide construction services for 23 houses for Phase 6a for a contract value of £9.4 million. During the financial year ending 31 March 2025 the LLP paid Real LSE Limited £nil (2024: £2.7 million). On 7 November 2023, Real LSE Limited entered administration, and no further payments were made during the financial year ended 31 March 2025. As at the balance sheet date, the LLP has recognised a creditor balance of £0.8m in respect of the contractor.

Green Man Lane LLP entered into an agreement on 26 March 2024 with Rydon Construction Limited to complete the construction of 23 houses for Phase 6a. The final value of the contract was £4.5m. During the year ended 31 March 2025, the LLP paid Rydon Construction Limited £4.3 million for those works, with the balance of £0.1 million payable in future years.

A2Dominion Developments Limited is a 50% joint venture partner of West King Street Renewal LLP. The LLP is funded by way of an equity loan facility of £50.0 million with A2Dominion Developments Limited and London Borough of Hammersmith & Fulham on tranche 1 and an interest-bearing loan facility of £20.0 million on tranche 2, interest rate is 6%. As at 31 March 2025, the LLP has utilised £50.0 million (2024: £50.0 million) (A2Dominion Developments Limited: £25.0 million and London Borough of Hammersmith & Fulham: £25.0 million) of the tranche 1 facility. H & F Housing Developments Limited is funding the design and construction by West King Street Renewal LLP of commercial units on land which has been leased by the London Borough of Hammersmith & Fulham to the LLP. A total of £87.2 million has been recharged as at 31 March 2025 (2024: £28.6 million). During the year ended 31 March 2025, the LLP has agreed to novate the JCT Build Contract, along with all associated appointments and warranties, to Ardmore Construction Group Ltd, supported by a guarantee from Ardmore Group Ltd.

A2Dominion Developments Limited is a 50% joint venture partner of Crest A2D (Walton Court) LLP. During the year capital contribution of £nil was made (2024: £nil) to Crest A2D (Walton Court) LLP. During the year a capital repayment of £9.6 million (2024: £5.7 million) by Crest A2D (Walton Court) LLP.

A2Dominion Developments Limited is a 50% joint venture partner of Elmsbrook (Crest A2D) LLP. During the year there were no capital contributions (2024: £nil) made to Elmsbrook (Crest A2D) LLP. During the year, capital repayments of £0.8 million (2024: £1.1 million) were made by Elmsbrook (Crest A2D) LLP.

A2Dominion Developments Limited is a 80% joint venture partner of A2D NK Homes LLP with 50% voting rights. During the year there were capital repayments of £0.8 million (2024: £nil). The LLP transferred £nil (2024: £1.4 million) of equity to A2D NKH Cranleigh LLP.

A2Dominion Developments Limited is a 50% joint venture partner of A2DD-HP Boston Road LLP. During the year, a capital contribution of £nil (2024: £nil) was made to A2DD-HP Boston Road LLP. During the year, capital repayments of £8.3 million (2024: £5.7 million) were made by of A2DD-HP Boston Road LLP.

A2Dominion Housing Group Limited has been provided with a loan facility of £150 million (2024: £150 million) by A2D Funding II PLC. As at 31 March 2025, the amount owed to A2D Funding II PLC was £150 million.

A2Dominion Housing Group Limited guarantees the bond issue principal and interest in A2DFunding II PLC.

Pyramid Plus South LLP received services during the year from MPS Housing Limited with a value of £21.0 million (2024: £18.4 million). As at the 31 March 2024 £6.4 million (2024: £6.7 million) was owed by Pyramid Plus South LLP.

Pyramid Plus London LLP received services during the year from Breyer Group PLC with a value of £nil (2024: £7.0 million). As at the 31 March 2025 £nil (2024: £0.6 million) was owed by Pyramid Plus London LLP.

35. Related party transactions (continued)

Intra-group transactions between the Group's registered providers and its non-regulated subsidiaries for the year ended 31 March 2024 were summarised as follows:

	Services Provided £m	Qualifying charitable donations £m	Loan interest payable £m	Loan interest receivable £m	Loans – creditors £m	Loans - debtors £m	Other creditors £m	Other debtors £m
A2Dominion Developments limited								
A2Dominion Homes Limited	4.9	-	(0.1)	-	-	-	(86.6)	-
A2Dominion South Limited	5.5	-	(0.1)	-	-	-	(49.7)	-
A2Dominion Housing Group Limited	-	-	-	-	(171.5)	-	-	71.1
A2Dominion Treasury Limited								
A2Dominion Homes Limited	-	-	-	-	-	-	-	-
A2Dominion South Limited	-	-	-	-	-	-	-	-
A2Dominion Housing Group Limited	-	-	-	-	-	-	-	-
A2Dominion Housing Finance Limited								
A2Dominion South Limited	-	-	-	2.5	-	40.1	-	-
A2Dominion Residential Limited								
A2Dominion Homes Limited	-	-	-	-	-	-	(76.9)	2.5
A2Dominion South Limited	-	-	-	-	-	-	-	-
A2Dominion Housing Group Limited	-	-	-	-	(252.9)	-	(0.3)	79.7
Pyramid Plus London LLP								
A2Dominion Housing Group Limited	9.9	-	-	-	-	-	-	0.3
Pyramid Plus South Limited								
A2Dominion Housing Group Limited	33.9	-	-	-	-	-	-	1.4

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A2Dominion Housing Group Ltd (an exempt charity registered under the Co-operative & Community Benefit Societies Act 2014 Sco. No. 28985R, RSH Reg. L4240).

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