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 2026

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Introduction

Chair's statement

Over the past 12 months our focus has been on making further improvements across A2Dominion, prioritising areas that truly matter to our customers, while taking a more forward-looking approach to how we operate.

We have continued to have positive engagement with the Regulator of Social Housing on our journey to returning to a compliant regulatory grading. We have made strong progress in making improvements through our Voluntary Undertaking this year, with our Action Plan materially delivered by year-end. We're confident that we are taking the right steps to make the significant changes needed to get things right for our customers and return to a compliant grading.

To help achieve better outcomes, we've made significant changes to our ways of working, processes and systems across key operational areas, giving colleagues the tools they need to deliver the services that our customers deserve.

While these measures are starting to be felt by some of our customers, we recognise there's more to do to deliver lasting improvements. However, the steps we've taken so far provide reassurance that we're heading in the right direction.

Listening to customers

We've continued to engage positively with hundreds of our customers both online and in person to ensure their voices are heard. Their feedback has directly shaped how we deliver many of our services. For example, our collaborative approach allowed us to work closely with our customers and invite them to take part in user-testing to develop our new chatbot and improve our customer website.

In 2025 we took an important step by appointing our first customer to the Group Board. Since then, we've created a new All Resident Panel. The group helps us improve how we deliver services by sharing feedback on key issues, working with our teams to shape decisions, and reviewing performance. We are also proud to have two of our customers on the G15 Residents' Group, helping to make a positive difference across the sector.

We are also strengthening how we respond when things don't go as planned. Our plan to improve repairs going forwards has been shaped by resident feedback, including clearer communication and improving capacity to provide a reliable service. Alongside this we're piloting AI tools across customer services and operations, including using Microsoft 365 Copilot, to speed up processes, strengthen insight, and enhance how we handle complaints.

We've made significant progress on carrying out home condition surveys, with 96% completed in the last five years. This is enabling us to make more informed investment and helping ensure homes remain safe and well maintained. In 2025/26, we invested £83.5 million in repairs, maintenance and major works.

Looking ahead, we are also focusing on making homes more energy efficient and affordable to run. A dedicated Sustainability team is now in place, and over the next five years we will upgrade 5,000 homes to achieve at least EPC rating C - helping customers stay warmer, while reducing energy costs.

Beyond our core services, we continue to support communities in practical ways, generating £16.6 million in social value in 2025/26 through community investment, tenancy sustainment and supported housing.

Improving customer experience

Colleagues have been working on improving the parts of our organisation that have the biggest impact on our customers' day-to-day experience, including repairs, complaints and building safety. We know repairs have been a source of frustration for many of our customers and much of our effort has been directed at delivering better outcomes.

We're pleased to have rolled out the first phase of TotalMobile, our new, integrated repairs system. This is designed to make repairs, maintenance and estate services simpler, efficient and more responsive to customer needs. We've also established a dedicated repairs contact centre to better triage repairs cases and find resolutions quicker. I'd like to recognise the work our repairs partner, Mears has done in supporting this progress.

Alongside this we have taken an important step in modernising our core operations by procuring NEC Software Solutions as our new housing management system, which will support a more streamlined experience for customers when it goes live later this year.

Our customers have also been clear that they want more flexible and digital ways to contact us, and we've responded by introducing the Genesys platform in our Customer Contact Centre and Complaints teams. Bringing calls, emails, live-chat and website messages into one place. This is already helping colleagues respond more quickly and consistently. We've also introduced a dedicated team to reduce missed appointments, meaning repairs and safety checks can be booked at a time that works better for customers.

We know that we still have more to do to improve customer experience, and we will continue to listen to customers, monitor new programmes and technology, and act to make improvements.

Growing financial foundations

Our financial position remains healthy – we are reporting a surplus before taxation of £3.3 million for the 2025/26 financial year and have maintained our Fitch A credit rating (outlook negative). In comparison, last year's result was boosted by significant income from the sale of some of our temporary accommodation in Westminster. We recognise challenges continue across our sector, including higher operational costs, slower sales and wider economic uncertainty. The Group continues to look at various ways to mitigate these external pressures and is assisted by a balance sheet that remains robust, underpinned by strong liquidity and over £3.5 billion in assets and investments.

We remain committed to delivering value for money to our customers, and through our business simplification work we will continue to review the services we provide to ensure we stay focused on our core purpose as a housing association.

Strengthening our team

We've welcomed many talented colleagues to our leadership team, helping us to drive change and deliver better results for our customers. We appointed Andrew Warner in July 2025 as our first-ever Chief Repairs Officer. We were also pleased to welcome Anne-Britte Karunaratne as Interim Chief Customer Officer, and Mark Moore as our new Chief Property Officer.

Finally, the Board and I would like to thank CEO Ian Wardle and colleagues across the organisation for their hard work this year and for their continued focus on delivering better outcomes for our customers. We are looking forward to continuing our goal of improving our customers' offer and experience over the next year.

Alan Collett

Chair

Performance summary

Our customers

- Overall satisfaction among social and affordable rent customers of 59.7% (60.7% in 2024/25)
- Overall satisfaction among shared ownership customers of 27.6% (27.7% in 2024/25)
- Satisfaction with repairs among social and affordable customers 61.8% (63.7% in 2024/25)
- Customers supported to claim £12.2 million financial support (£11.4 million in 2024/25)
- Delivered £4.5 million in community investment in 2025/26

Our homes and services

- 86% homes EPC 'C' rated or above
- Average number of days to complete a repair was 16 days, faster than our 20-day target (20 days in 2024/25)
- Average number of days to let a home to a new resident was 75 days (62 days in 2024/25)
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- Anti-social behaviour cases resolved in 66 days on average, faster than our 90-day target

Our organisation

- Operating surplus £68.8 million (£185.7 million in 2024/25)
- Group turnover £342.0 million (£421.5 million in 2024/25)
- Social value of our projects and services: £16.6 million (£19.6 million in 2024/25)
- 15% mean gender pay gap (17.4% in 2024/25)
- 16.2% median gender pay gap (18.3% in 2024/25)
- Fitch A credit rating with a 'negative' outlook

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.

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.

Building stronger foundations

During 2025/26, we continued to work through the priority actions of our Voluntary Undertaking Action Plan and are now nearing its completion. Further details are set out in the Governance Section of the Report of the Board on pages 59 & 60. We have sought third party assurance to ensure that the improvements we are making are embedded and will ultimately deliver the intended outcomes for A2Dominion and service improvements for our customers.

Our services

We deliver a wide range of services to support our customers and improve communities. This includes:

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.

Support services

Our specialist support services are delivered 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 organise community events, wellbeing programmes, social activities and services including employment skills to help improve communities and people's lives.

Development & Regeneration

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

Find out how we performed across these range of services in 2025/26 in the next chapter of this report.

Strategic report

Our performance

Our Group performance is focused on four strategic priorities to meet the needs of customers, to satisfy 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 internal and regulatory standards.

Our progress in 2025/26

Strategic KPI	Details	2025/26 achieved	2025/26 target	2024/25 achieved
Repairs timescales	% emergency repairs completed to timescale (RP02)	83%	100%	85.3%
	% non-emergency repairs completed to timescale (RP01)	68%	75%	73.9%
Carbon emissions per home managed	Total scope 1, 2 and 3 emissions split per home	2.23tCO2e	N/A*	N/A*
Fire risk assessment**	% of homes that have had all the necessary fire risk assessments	100%	100%	100%

Domestic gas**	% of properties with a valid gas safety record	99.5%	100%	99.7%
Electrical**	% of properties with a satisfactory Electrical Installation Condition Report (EICR)	93.7%	100%	83.9%
Passenger lifts**	% of homes that have had all the necessary communal passenger lift safety checks	95.3%	100%	94.1%
Water hygiene**	% of properties with a valid legionella risk assessment (BS04)	100%	100%	99.4%
Asbestos*	% of homes that have had all the necessary asbestos management surveys or inspections	100%	100%	99.9%

* For 2025/26 we have improved the data quality and granularity of emissions reporting to better capture the extent of our operations. For this reason, we have not set a target and the emissions reported previously are not comparable.

**Average compliance with LLHS – Landlord Health & Safety Compliance Measure

Key highlights of responsive and planned maintenance spend

In 2025/26 we spent:

- £6.9 million installing 762 new kitchens and bathrooms
- £5.9 million installing new windows in 735 homes and 388 new doors
- £4.4 million on new roofs for 204 homes
- £3.8 million on cyclical repairs and decoration to 1,215 homes.

We have been investing in improving our homes over the last year.

- We spent £35.3 million on day-to-day repairs and empty homes, including damp, mould and disrepair.
- Our spend on major repairs relating to disrepair, and damp and mould was £4.3 million.
- We spent £7.7 million on mechanical and electrical repairs and £10.9 million on building projects.

Repairs

Responsive repairs

In 2025/26 we completed 102,875 responsive repairs. On average, standard repairs were completed within 16 days, which is below our target of 20 days.

Leadership

This year we appointed Andrew Warner as our first ever Chief Repairs Officer. This newly created role focuses exclusively on the strategy, delivery and performance of our repairs and maintenance services, including responding to instances of damp and mould to address the cause. The new role shows our commitment to and focus on improving our day-to-day repairs and maintenance service, and helps us to ensure residents live in safe, high-quality homes.

Strengthening our repairs service

Over the last year, we have been making changes to improve the repairs experience for customers and colleagues. We have a Service Improvement Programme with key objectives around procedure development, role clarity, improved communication and enhanced contractor management and oversight.

We've set up a dedicated Repairs Contact Centre that is helping to respond, act on and resolve repairs, so that we improve both the time taken and the quality of our repairs. This will help us to get it right first time for our residents.

Prioritisation

We have been strengthening the way we tailor services to the needs of our residents through the delivery of services in line with our Prioritisation Policy. This helps us provide services in a way that respects customer dignity, promotes independent living, and minimises risks during service disruptions. Our Prioritisation Policy integrates seamlessly with our Repairs Policy, allowing us to fast-track services where appropriate based on the severity and urgency of each customer's needs:

- Emergency and urgent repairs - we can bring forward standard repairs to emergency or urgent if there is a significant need based on vulnerabilities
- Flexible appointments and additional services – customers with vulnerabilities may receive extra support, including longer appointment slots, temporary accommodation, or extra visits if needed
- Enhanced support - in situations where repairs might normally fall under customer responsibility, we may step in if the customer's wellbeing could be at risk.

Damp and mould

We have been continuing to improve the way we help our customers with damp and mould issues. We understand that identifying the root cause of damp and mould can require input from specialist contractors and this means that process of elimination can lead to multiple visits.

We have worked hard to share information across our organisation, so that customers don't have to repeat themselves on the same issue; everyone can easily access the same latest information on all damp and mould cases. This has improved our oversight and management, as well as our response times for customers.

We have hired specialist contractors to support with leak detection, damp and mould surveying and increased our internal knowledge and skills through creating dedicated roles focused across damp and mould, minor works, aids and adaptations. This is to help improve our responsiveness and ability to diagnose issues quicker.

Empty homes

Our average number of days to relet empty homes to a new resident was 75 days, compared with 62 days in 2024/25. Performance was affected by the need to address a backlog of empty homes that had built up. This was due to lower demand for key worker accommodation following a reduction in nominations from partner organisations and wider contractor and internal processes delays.

Despite these challenges, performance improved significantly during the year, reducing the backlog and strengthening control over new empty homes entering the process. We remain focused on bringing vacant key worker properties back into use and embedding stronger controls across our empty homes process. Targeted improvement and assurance activities are in place to further enhance operational performance, maximise the availability of homes and improve outcomes for residents.

Resident feedback

Our plan to improve repairs going forwards has been shaped by resident feedback and the key outcomes we are working to deliver are:

- Repairs completed when we say they will be – reducing backlog, improving emergency and routine repairs and making sure we have the capacity to provide residents with timely, reliable appointments
- Right first time, with fewer chases and repeat visits – improving processes, customer management and engagement, transactional satisfaction and management information so repairs are diagnosed, scheduled and closed accurately and to the expected quality
- Clear communication and ownership throughout the journey – improving updates, responsibility and predictability so residents know what is happening, when, and who is accountable.

New approach to handling complex blocks

Through reviewing our resident feedback and property data, we have identified several properties with communal or widespread issues. We have changed our approach to managing these.

For each block, we have developed detailed case reviews, which we regularly update and monitor and have a one team approach to bringing multiskilled colleagues together to address matters as a project This helps minimise disruption for customers and helps to speed up response times.

This approach helps us to take more effective action for our customers.

TotalMobile implementation

In our 2024/25 report we said that we were creating a new integrated online housing repairs service to improve efficiency, reliability and customer experience. We have since implemented TotalMobile and have rolled the system out to our colleagues for surveying and mechanical and electrical services, with plans to roll out across our full repairs service this summer.

The system is designed to make repairs, maintenance and estate services simpler and more efficient. It streamlines how we raise, schedule and complete repair jobs, reducing manual effort. This new technology allows us to see a repair throughout its journey, track completion and use this information to improve performance.

Home maintenance

Planned maintenance and stock condition surveys

Over the past year we have been continuing to focus on making sure that we have strong and accurate data about the homes we own.

We have a five-year programme to carry out 'stock condition surveys' on all our homes, and we currently have 96.6% of homes that have had a survey in the last five years. We have also been carrying out drone surveys to support our home condition understanding.

These surveys were carried out by independent specialists, and we are now using the findings to inform our long-term investment programme that will improve our customers' homes. These measures demonstrate a clear organisational shift toward proactive, preventative maintenance, improving customer experience and reducing future repair demand.

Improving access

This year we have introduced specialist roles to address issues gaining access to customers' homes to complete essential inspections and work. 'No access' cases currently cost us more than £1 million each year, resources that could be better invested directly into customer services and further safety improvements.

Our new dedicated team of Compliance Engagement Officers provide centralised case management, improve communication, coordinate more effectively with contractors, and strengthen data and oversight, focussing on high-risk areas such as gas and electrical safety and Awaab's Law hazards.

Our new approach focuses on early, constructive engagement with customers to remove barriers and secure access voluntarily. This includes working closely with customers to ensure appointments are convenient, for example trying to avoid school drop-off and pick-up hours for customers with children.

For customers this approach aims to provide earlier engagement, clearer communication, and more opportunities to resolve access issues before they escalate, while helping us to reduce avoidable costs, improve compliance and ultimately keep our customers safe in their homes.

Building safety

Over the past year, we have continued our building safety work, focusing on strengthening risk management, improving data transparency, and driving consistent performance across our homes.

We have enhanced the quality and reliability of our compliance reporting, providing a clearer line of sight on landlord safety performance and ensuring that oversight remains robust, proportionate, and focused on resident safety.

Key areas of progress include:

- Strengthening our visibility of compliance in buildings where responsibility sits with third-party landlords, securing essential safety information to ensure appropriate oversight and assurance for our customers
- Delivering a structured engagement programme to improve the accessibility, quality, and consistency of safety data, supporting more effective assurance and decision-making
- Continuing to embed the requirements of the Building Safety Act, including advancing the development of building safety cases and the Golden Thread of information
- Re-procuring key statutory compliance contracts to drive improved performance, strengthen accountability, and deliver better value and outcomes for residents
- Enhancing our in-house building safety capability through targeted investment in technical expertise across fire safety, lifts, door entry, and electrical safety, strengthening assurance across our higher-risk buildings.

Overall, these actions reflect a continued shift towards a more integrated, data-led and assurance-focused building safety model.

Fire safety

Highlights of the past year:

- We have spent £11.9 million on cladding / fire safety remediation in 2025-26 and a total of >£50 million to date across our estate.
- All blocks over 11m were included in an inspection regime for 2025/2026 and we have invested £3.2m replacing fire doors in the year.
- We secured £1.1 million of government funding in 2025-26, bringing the total to £7.9 million to date, significantly offsetting the cost burden on our organisation and residents.
- 77 buildings that we are responsible for have been identified as requiring remedial fire safety works, and we are progressing detailed plans for their resolution.

New technology

In 2025 we launched a new safety inspection system called SafetyCulture to improve the quality of information we hold on our customers' homes. It is a digital inspection and audit platform to support compliance with the Building Safety Act 2022 and Fire Safety Act 2021.

Since April 2025 the usage of the platform has covered inspection data for more than 1,500 sites. SafetyCulture has allowed us to begin moving away from teams using a range of platforms to carry out inspections. This will reduce the risk of inconsistent data collection and inaccurate reporting across the organisation.

Door entry systems

We have been carrying out a programme of works to proactively replace or upgrade our door entry systems, which will continue over the next five years. We know that door entry systems have been a source of frustration for some customers, and many of our older systems have been difficult to maintain due to part availability resulting in delays and high costs.

That's why we've been replacing older door entry systems with new, modern wireless systems that will mean fewer repair callouts and lower maintenance costs. We have so far inspected around 1,400 door entry systems to build our data and allow us to carry out the proactive upgrades and replacements

Anti-social behaviour (ASB)

In 2025/26 the ASB team carried out a programme of work to strengthen our working practices and case management:

- We reviewed and updated our ASB policy and procedures to reflect changes introduced by the Regulator of Social Housing's Consumer Standards. This was to ensure that our approach is clear, fair and customer focused.
- We introduced clear Standard Operating Procedures across the service, so that we are instilling a more consistent and efficient way of working, with clear accountability from start to finish.
- We worked closely with other housing teams and partners to develop a clearer end-to-end journey for customers experiencing ASB. This ensures better coordination, clearer communication, and fewer delays.
- We strengthened our focus on early action, working with partners where appropriate to address ASB quickly and prevent situations from escalating.
- Our Anti-Social Behaviour Resolution Team (ART) carried out regular reviews of all cases, checking actions taken, quality of communication, and ensuring accurate records are maintained.

As a result of this:

- The Anti-Social Behaviour Resolution Team (ART) supported 678 customers who reported ASB
- The ART closed 659 cases after finding a resolution
- We resolved reports of ASB within an average of 66 days, almost 37% quicker than our target of 90 days.

We achieved 82.74% of the Service Level Agreement – this is the percentage of customers we contacted within 48 hours of them reporting an issue. This is a dip of 12% compared to last year (97% 2024/25). We will be monitoring this over the next year, with closer joint working between our contact centre and neighbourhood teams to ensure this improves.

Sustainability

Environmental, Social and Governance (ESG) reporting

We published our fifth ESG report in October 2025, showing our commitment to sustainability and highlighting the progress we're making to improve customers' homes. The report shows strong progress being made to improve the energy efficiency of our customers' homes, with 95% of new homes achieving an EPC (Energy Performance Certificate) rating of B or above – representing nearly a 12% increase on the previous year.

Improving energy efficiency

This year we have 86% of homes that have achieved an EPC 'C' or above.

This year we have also invested more than £2 million to improve over 100 homes in Spelthorne and make them more energy efficient. We also secured an additional £835,000 from the government's Social Housing Decarbonisation Fund for this programme. The programme:

- Replaced and upgraded windows to help reduce heat loss
- Added trickle vents to improve ventilation and minimise condensation
- Put in place extra wall and roof insulation, boosting home warmth by 25%
- Installed additional extractor fans in kitchens and bathrooms.

This programme is part of our long-term commitment to becoming a net zero carbon organisation by 2050, while continuing to provide safe, sustainable and high-quality homes for our customers.

SHIFT accreditation and new sustainability team

We gained a SHIFT Silver accreditation in January 2026, achieving an almost 10% improvement on the previous year. SHIFT is an independent review looking at how well organisations manage energy efficiency, heating, water use, waste and the wider environment across its homes, offices and neighbourhoods.

The report's findings will help us focus our investment on the things that matter most to residents – warmer, more efficient homes, reliable heating, reduced waste, and neighbourhoods that feel clean and cared for.

To help achieve this we established a dedicated Sustainability team in September 2025. The new team are responsible for:

- Managing heat metering and billing contracts, giving energy saving advice to customers, and overseeing our centralised heat networks
- Developing plans to help our homes cope with climate change, analysing our homes for improvement opportunities, reporting on energy efficiency and carbon emissions
- Policies to ensure that we buy responsible goods and services as an organisation and ensure we meet key environmental standards.

We are also improving our environmental management systems including creating and updating internal policies for decarbonisation of our existing and new homes, ensuring both current homes and future developments align with our low-carbon emissions pathway.

Looking ahead

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

- Ensure full understanding of, and compliance with, all landlord health and safety obligations across the portfolio, including statutory compliance areas and wider property safety responsibilities.
- Upgrade 5,000 homes across London and Southern England to achieve at least a C energy rating in their EPC (Energy Performance Certificate).
- 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 associated action plans for all Higher-Risk Buildings in line with the requirements of the Building Safety Act 2022, whilst progressively extending the same assurance-led approach across the wider portfolio through to 2030.
- Establish a big impact programme which delivers and embeds broader environmental and climate resilience impacts and helps to strengthen our ESG achievements.
- Achieve improved sustainability awareness and education for colleagues and customers measured through engagement surveys.
- Define a clear climate transition plan and roadmap towards achieving Net Zero by 2050.
- Continue to strengthen our approach to resident safety, regulatory engagement and Golden Thread information to support long-term compliance and operational resilience across all relevant buildings.
- Maintain a specialist compliance and building safety function to monitor legislative and regulatory change, implement emerging requirements and provide assurance that customer homes remain safe, compliant and well managed.
- Continue to strengthen governance, oversight, data quality and assurance arrangements to support effective compliance management and evidence-based decision making.

Customer care: respond and resolve with respect

Supporting the consumer standards: transparency, influence and accountability

Our ambition

We 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 2025/26

Strategic KPI	2025/26 achieved	2025/26 target	2024/25 achieved
Deliver social impact: social value through community work and investment*	£16.6 million	£12.5 million	£19.6 million

*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.

Complaints

Resolving complaints

We responded to 85% of Stage 1 complaints within 10 working days and 81% of Stage 2 complaints within 20 working days.

Stage 1 complaints:
- We received 239.4 complaints per 1,000 low-cost rental homes (LCRA) and 206.4 per 1,000 low-cost home ownership (LCHO) homes
- This is above the target of 108 for LCRA and 77 LCHO.

Stage 2 complaints:
- We received 90.1 complaints per 1,000 LCRA and 77.4 per 1,000 LCHO
- This is above the target of 6 for LCRA and 8 LCHO

Although complaint volumes increased, reflecting both higher levels of customer contact and our efforts to make it easier to raise concerns, we achieved our strongest complaint response performance for several years, with more complaints responded to within target timescales. However, we know responding quickly doesn't always lead to a better customer experience. Most complaints relate to repairs, service charges and communication. We're focusing on fixing problems at their source, working better across teams and taking clear ownership through to resolution.

Housing Ombudsman

During 2025/26, complaints were escalated to the Housing Ombudsman for investigation which resulted in 171 determinations, of which 144 had adverse findings.

There were seven 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 18 cases where the Housing Ombudsman Service determined severe maladministration. We've offered our apologies to the individual residents affected and fully accept the Ombudsman's findings and recommendations.

Social value

Total social value across the year

We continue to invest in our customers and in the communities, we operate in, generating a total of £16.6 million in social value in 2025/26. This is broken down in to:

- £8.36 million in Specialist Housing services, including supported services for homeless individuals, young people and parents, unaccompanied asylum-seeking children, and victims of domestic abuse, as well as retirement living services where older people are supported to stay active and socialise with their neighbours in communal areas.
- £439,000 through delivery of projects identified through the Wish List, with support from our suppliers. The Wish List is a new initiative this year which allows frontline colleagues to identify projects and customers who would benefit from supplier support, for example a young single mum who was supported to pay the fees to continue playing for her football team, a victim of ASB who was supported to redecorate her home, and a bike store to replace an unused space following resident feedback.
- £4.5 million from Community Investment services (more detail below)
- £3.33 million delivered by our Tenancy Sustainment teams (more detail below)

This year, we have launched a new Social Value in Procurement Policy to support us in working with our suppliers to ensure they can contribute Social Value that is meaningful and makes a tangible difference to our customers and communities.

Our Customer Affordability Panel, made up of residents from across our communities, helped us to shape the Policy to make sure it meets the real needs of our customers.

To support the new approach to working with suppliers, we are now using Match My Project, a platform which facilitates matches between suppliers and community projects or individual residents who need support.

Since launching Match My Project, our customers and communities have benefited from resources, time, and expertise offered by suppliers on the platform; we have been able to access 1,880 carpet tiles (which would have otherwise gone to landfill) to support 12 customers to carpet their homes, a supplier has delivered employability workshops for A2Dominion customers looking for work, and many communities have benefited from garden makeovers, clear ups of bulk refuse, and other improvements to the local areas.

Community investment

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

- Delivering £4.5 million in community investment split across:
  - £1.9 million in health and wellbeing
  - £1.1 million in strengthening communities
  - £1.2 million in cost-of-living support
  - £181,522 in employment and skills.
- Facilitating 15 Big Impact Days, helping over 350 customers access services including community investment, employment support and neighbourhood teams.
- £67,846 awarded to 51 customers and community groups through grant funding.
- £199,000 funding secured for projects supporting customers and communities.
- Engaged over 1,000 customers in 50 community events and projects.
- Redistributed 102.11 tonnes of food, providing 243,118 free meals to customers and communities in need.

Tenancy sustainment

Our Tenancy Sustainment team continued to support our customers and help those who needed assistance, financial support, and advice.

- 2,056 customers supported to claim over £12 million in financial support in 2025/26.
- Our in-house Tenancy Sustainment Fund supported 89 customers with £30,539.66 of funding to help buy essential items such as white goods and 23 customers with £6,050 of funding to purchase carpet and flooring.
- Our employment officers supported 79 customers, with 14 gaining full-time employment and 12 gaining part-time employment.
- Helped claim over £81,000 in Local Authority funding to prevent homelessness.
- Our cost-of-living fund provided 270 food vouchers and 127 energy top up vouchers.
- Assisted 652 customers to apply for Universal Credit, and 429 with direct payment requests to help sustaining their tenancy.
- We referred 140 customers for assistance at local food banks.

It took the team an average of just 48 hours to contact referred customers, ensuring quick access to support for our customers who need it.

Homelessness support

Our supported housing scheme Matilda House for those experiencing homelessness in Oxford delivered over £1.5 million in social value in just the first half of the financial year (April to September 2025).

Matilda House provides support, specialised services and shelter for those facing or at risk of homelessness. It was first opened in 2019 and incorporates short-term housing, providing support for 22 homeless people with complex needs, and medium-term housing with a move-on programme focused on employment and training for 15 people.

Each resident has a dedicated support worker to help them access tailored support services and put a plan in place to help them to live independent and fulfilling lives. From April to September 2025 Matilda House successfully helped 20 people move on from the scheme, with many of those now living independent lives.

The impact:

- £785,000 in improved health outcomes
- £350,000 in homelessness prevention
- £240,000 in financial inclusion
- £135,000 in employment support
- £52,000 in physical health improvements.

Social value is calculated by assessing multiple aspects of each individual's journey - from the moment they arrive at Matilda House to the point they successfully move on from the service.

This is measured using an end of support form, which captures a range of outcomes including progress from temporary to secure accommodation, improvements in health and wellbeing, employment status, and other key indicators of personal development and stability.

Domestic abuse support

Our Oxfordshire Domestic Abuse Service, commissioned by Oxfordshire County Council, continues to deliver a comprehensive and accessible support offer for victims and survivors of domestic abuse across the county.

The service provides a coordinated range of specialist provision, including a dedicated helpline, refuges, places of safety, outreach support, children's worker, a hospital-based Independent Domestic Violence Advocate (IDVA), counselling services, and specialist support for individuals with complex needs.

During 2025/26, the helpline received 3,805 calls and the service supported more than 2,593 victims of domestic abuse. This translated into 1,149 actively managed cases, supporting individuals and families to move towards safety, stability, and longer-term recovery.

The service contract was extended for a further two years, securing delivery until 2028 and recognising the strong outcomes achieved.

Additional funding secured during the year enabled further service development, including a specialist complex needs worker, therapeutic interventions, and a £50,000 move-on fund. This fund supports survivors with essential living costs and practical needs when moving on from refuge or temporary accommodation, helping to remove barriers to independence.

Customer Contact

In 2025/26 we answered the phone in four minutes 30 seconds on average, just outside the four minute target we set. This was partly due to fact that we split our Contact Centre into repairs and non-repairs teams during the year, in order to deliver a more specialist service where we're able to resolve more issues first time.

In addition, we consistently answered live chats in just over a minute, well within the two minute target time we set ourselves.

Contact received via from our website was consistently answered within our two day target and our email target of five days was achieved throughout the year.

We also introduced a new chatbot service, linked to live chat, where customers are able to self-serve 24/7 for simple transactional tasks like making a payment. Over the next 12 months, we're looking at adding more services, to provide customers with a choice of how they contact us.

New technology

We launched new contact centre technology designed to transform how we manage customer queries. Developed in partnership with customer experience and contact technology experts Kerv Experience, the new Genesys platform brings together phone calls, emails, Live chat, and website messages into a single system, providing a faster and more efficient service for customers.

A key feature of the new system is AI-powered tools that support customer service teams by summarising conversations and instantly displaying all previous communications saving time and improving quality of service.

The new technology has introduced a raft of benefits which include:

- Live Chat translation in more than 60 languages, improving accessibility for non-English speakers.
- Routing customer phone calls to agents with the most appropriate knowledge or the previous agent if they've had a great experience.
- AI-powered technology that summarises conversations and generates responses to common queries.
- Automated ID verification and a secure, compliant phone payment solution.

- Estimated wait times and call-back options, offering greater transparency and convenience.
- Real-time feedback gathered across all channels to support continuous improvement.
- Sentiment analysis and performance alerts to help teams resolve issues before they escalate.
- Text-to-speech functionality for faster updates to phone system messaging.

These tools allow customers to self-serve everyday tasks, such as paying rent quickly and easily, at any time. Customers will still have the option to speak to a member of the team if they prefer.

Customer input

All residents panel

In 2025 we appointed seven customers to our new 'All Residents Panel', as part of our commitment to ensuring their voice is heard at every level of our organisation.

Panel members help us improve the way we deliver services by giving feedback on important issues, working with our teams to influence decisions and reviewing how we're performing.

The panel meet six to eight times a year and share their views directly with our Customer Service Committee, Executive Management Team and directors.

Panel members:

- Make recommendations for improvement in areas where we need to do better.
- Ensure our plans for services and business improvements reflect what customers need and want.
- Work with other customers to share ideas and experiences.
- Review customer feedback from surveys, complaints, service improvement groups, and scrutiny panels.
- Give honest opinions and collaborate with colleagues to improve services and customer experience.
- Oversee other customer groups to provide feedback and support.
- Monitor our performance to validate improvements and ensure we deliver on our promises.

Tenant Satisfaction Measures

Last year our overall satisfaction was 60.7% among social and affordable rent customers, and 27.7% among shared owners. Our latest Tenant Satisfaction Measures (TSMs) show that satisfaction remains broadly the same, with some areas improving and others where we know we need to do more.

We've made progress behind the scenes - improving safety, investing in homes and reducing repairs backlogs – but we recognise this isn't yet being felt consistently in customers day-to-day experience.

We know satisfaction is lower in areas that matter most when things go wrong including:

- How we handle complaints
- How well we listen and act on feedback
- How clear and timely our communication is
- The speed and reliability of repairs.

We are focusing on getting the basics right, every time, so customers have a more consistent and reliable experience.

Putting things right faster

We know complaints are a key area where we need to improve. Last year, the number of complaints increased significantly, and we recognise that they are not always resolved as well as they should be. We're making changes to ensure we respond more quickly, explain decisions more clearly and most importantly, resolve issues properly so problems don't keep happening. Our focus is on making sure complaints feel fair and fully resolved.

Repairs customers can rely on

We know repairs are one of the most important services we provide, and improving this is a key priority. In 2025/26, satisfaction with our repairs service was 61.8%. We're focusing on making repairs faster, more reliable and more consistent, getting things right first time and reducing repeat visits. We're also improving how we communicate, with clearer updates so customers know what's happening and when. Alongside this, we're investing in our homes to reduce the need for repairs over time.

Clear communication

Our results show that 64.3% of customers are satisfised that we keep them informed about the things that matter to them. We are making it easier to contact us and understand what's happening, with clearer information, regular updates and more realistic expectations.

Listening and acting on your feedback

We're strengthening how we listen to customers and how we act on what they tell us. Through our All Residents Panel, surveys and local engagement, we are committed to showing customer feedback leads to real improvements, with "you said, we did" updates.

Next steps

Our focus is on delivering a simpler, more responsive service with more reliable repairs, better communication and a stronger focus on getting things right first time. We've made progress, but we know there is still more to do. Our goal is to improve satisfaction, reduce complaints and ensure customers feel listened to. We are committed to improving, and we will continue to be open about our performance and the changes we're making.

Tenant satisfaction measure	Social and affordable rent customers	Shared ownership customers
Overall satisfaction (TP01)	59.7% (60.7% 2024/25)	27.6% (27.7% 2024/25)
Satisfaction with our overall repairs service (TP02)	61.8% (63.7% 2024/25)	n/a
Satisfaction with the time taken to complete your most recent repair (TP03)	59.4% (61.1% 2024/25)	n/a
Satisfaction that your home is well maintained (TP04)	64.8% (63.8% 2024/25)	n/a
Satisfaction that your home is safe (TP05)	69% (71.8% 2024/25)	49.3% (47.1% 2024/25)
Satisfaction that we listen to your views and act upon them (TP06)	53.2% (54.6% 2024/25)	22.2% (23.8% 2024/25)
Satisfaction that we keep you informed about the things that matter to you (TP07)	64.3% (66.9% 2024/25)	41% (41.2% 2024/25)
Satisfaction that we treat you fairly and with respect (TP08)	68.7% (69.3% 2024/25)	43.4% (39.3% 2024/25)
Satisfaction with our approach to handling your complaint (TP09)	32.3% (30.9% 2024/25)	12.5% (16% 2024/25)
Satisfaction that we keep communal areas clean and well maintained (TP10)	64.6% (61.5% 2024/25)	43.7% (45% 2024/25)
Satisfaction that we make a positive contribution to the neighbourhood (TP11)	57.9% (56.8% 2024/25)	26.1% (28% 2024/25)
Satisfaction with our approach to handling anti-social behaviour (TP12)	57.2% (55.6% 2024/25)	28.4% (25.4% 2024/25)

Looking ahead

- We will continue to embed our Social Value in Procurement Policy to support us in working with our suppliers to ensure they can contribute Social Value that is meaningful and makes a tangible difference to our customers and communities.
- We will grow and support our Oxfordshire Domestic Abuse Service with service contract secured until at least 2028.
- The launch of the second phase of our customer service transformation, introducing AI-powered voice and chat bots, will allow customers to self-serve everyday tasks, such as paying rent quickly and easily, at any time.
- We will continue to work with our All Residents Panel to improve the way we deliver services.
- In our Contact Centre, we will introduce a specific target to resolve more issues at the first point of contact. We will measure this through repeat contact from the same household. By April 2027, we're working towards resolving 82% of non-repairs and 70% of repairs contact first time. We'll continue to increase this target every year as we aim to resolve more first time.
- We're also introducing a new Customer Satisfaction measure based on customer surveys after they've spoken to our contact team, with a target of 75% overall satisfaction with the service received.
- We're further investing in our My Account Platform, with our initial focus on resolving registration and logging in issues, allowing more residents to effectively self-serve, supported by new chat-bot serve.

Development to meet housing needs

We are committed to providing homes that are safe, high-quality and sustainable. Our aim is to return to our core purpose as a housing association and deliver homes that people love to live in.

To support this, our Development & Regeneration Strategy prioritises the redevelopment and regeneration of our existing homes and communities. Wherever possible, the strategy also enables us to explore opportunities to develop 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 developing our long-term partnerships, and find ways to share opportunities, control costs, protect margins and minimise risks.

New homes	2025/26 achieved	2024/25 achieved
New homes handed over	10	925
New homes started on site	0	0
Sales (number of homes and sales income)	36 homes, £9.5 million	169 homes, £62.2 million

New homes handed over

Our aim is to return to our core purpose as a housing association and prioritise investment in our existing homes and communities. This has meant that the number of new homes handed over and started on site has slowed down over the past year. In 2025/26, we completed nine private homes, which was on target.

Going forwards, our Development & Regeneration Strategy will explore opportunities to develop and redevelop social housing in partnership with key local stakeholders. We are working towards bringing forward a regeneration focused pipeline of 400 to 500 units in the next five years and a further 600 to 800 units in our 10-year plan.

Starts on site

This year there were no starts on site as we have continued to implement our change in strategic direction around our development focus. We apply strict hurdle rates to ensure that the return on any development is commensurate with risk. In recent years it has proved very challenging to meet these hurdles and, accordingly, during the year we did not commit to any new starts.

This reduction has allowed us to focus on the redevelopment and improvement of our customers' existing homes.

Going forward we will continue to identify opportunities for new affordable housing opportunities for redevelopment, regeneration and joint venture development, with an aim to recommence new starts on site in the next financial year (2026/27).

Key worker accommodation

We started phase two of our redevelopment of key worker accommodation in Oxford. Working in partnership with Oxford University Hospitals NHS Foundation Trust, The Hill Group, and supported by Oxford Hospitals Charity, we upgraded accommodation at the John Radcliffe Hospital with seven modern apartment buildings, providing 125 homes for at least 340 NHS workers.

The next phase, which is due to complete later in 2026, will deliver a further 47 new homes in total, comprising six studios, nine self-contained one-bedroom apartments and five self-contained two-bedroom apartments. It also includes five four-bedroom shared apartments and 22 five-bedroom shared apartments.

New homes in Hammersmith

We completed the latest phase of our regeneration project to deliver 204 modern homes in Hammersmith, London, with more than 50% of the homes classed as genuinely affordable for local residents.

The joint venture with the London Borough of Hammersmith & Fulham forms part of a renewal project on King Street. It's set to provide hundreds of new homes, commercial units and public spaces for the local community centred around Civic Campus, the Grade II listed Town Hall.

West End Lane regeneration

We completed a major regeneration project to deliver 180 modern apartments in West Hampstead, London. The ambitious project with Astir Developments Limited, transformed the former council office space and Travis Perkins outlet and depot on West End Lane into stunning new apartments, with 50% of the residential floor space allocated for affordable housing. The scheme comprises 94 private homes, 54 affordable rent homes, 25 intermediate rent homes and seven shared ownership homes.

Sales

In 2025/26, we completed the sale of 36 homes, worth £9.5 million.

Sales revenue from our joint venture partnership at Hanwell Square exceeded target and costs were managed effectively. The transformative project delivered 360 new homes across two phases, including private sale, shared ownership and affordable rent homes.

Looking ahead

Our priorities for the strategy period to 2030:

- Continue to deliver high quality, sustainable affordable homes.
- Complete our existing build programme.
- Work towards ensuring our Regeneration & Development Business Plan is self-financing to support business objectives.
- Continue our programme of disposing non-core assets to deploy more of our capital in support of our social housing activity.
- Investigate and implement new ways of funding and partnerships with key stakeholders.

A strong, sustainable and effective organisation

We remain financially secure and aim to meet governance, compliance, and regulatory requirements to provide assurances for all our stakeholders.

We have made strong progress in many areas of our Voluntary Undertaking Action Plan and are continuing to work closely with the Regulator of Social Housing towards completing this by the end of 2026.

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 reducing our carbon emissions.
- We will continue our equality, diversity and inclusion plan to ensure that our customers, colleagues and suppliers embed and celebrate diversity and inclusivity
- We will undertake focused work on colleague wellbeing to improve resilience, particularly for those on the front line, using training, support and network groups
- We will create a data roadmap for the data we collect and use to inform and improve performance

Strategic KPI	2025/26 achieved	2024/25 achieved
Improve our financial performance: operating margin	14.2%	15.1%
Sales margin (including joint venture sales)	12%	12.0%
Safeguard/maintain confidence of our lenders, stakeholders, and shareholders: credit rating	A	A
Regulatory rating	G3/V2	G3/V2

Our financial performance

We are reporting a surplus of £1.7 million for 2025/26 (£116.4 million surplus reported for 2024/25). We had an operating surplus of £68.8 million and £17.0 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 our existing homes, providing safe, affordable, quality housing and ensuring our financial viability. For a full financial performance summary please see pages 34 to 36.

Financial stability

We remain financially strong and Fitch maintained our A credit rating with a 'negative' outlook in October 2025.This recognises that, against the continuing challenging macroeconomic environment, A2Dominion remains a good investment with a strong ability to meet its financial commitments.

Simplifying the business through sale of non-core stock

As part of our re-focus of priorities, we have continued to identify any properties or schemes that do not provide the right value for money for us or sit outside our core activities or geographical areas of operation.

In 2024/25, we started selling some of our private rent properties as tenancies ended, and in March 2025, following a formal consultation process with residents, we completed the sale of 340 properties to Westminster City Council. The sale of these homes, together with future sales, will support continued investment in improving existing customers' homes and help streamline the business, delivering better value for money for the organisation.

28 properties did not complete as part of the initial Westminster City Council transaction and were included in a second phase sale to Westminster City Council. Of these, 21 properties have since been sold, generating £11.9 million, with the remaining properties still under negotiation.

During 2025/26, two further private rental assets were sold through investment sales for £30 million, alongside the sale of 17 homes via break-up sales for £12 million.

During 2026/27, we will continue to market private rental homes for disposal over the medium term. The team regularly reviews the optimal route to market for each scheme and prevailing market conditions to ensure the best possible value is realised for the Group.

Regulatory ratings

We are working through our Action Plan following our downgrade to a non-compliant G3/V2 rating in January 2024 by the Regulator of Social Housing.

The plan, which includes our Voluntary Undertaking, 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 our Voluntary Undertaking Action Plan this year and it was materially delivered by year-end. We continue to work through the remaining handful of milestones which are on track to be delivered by mid-2026. Subject to approval by the Regulator, we expect to achieve a G2 Governance rating by the end of the year at which point we will begin work on our G2 to G1 plan. We are also working in parallel to ensure that we are prepared for our first Consumer "C" assessment which we expect to take place in 2027.

We recognise the 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.

Colleague engagement

Our latest Colleague engagement result is 70% (March 2025). This figure is based on how colleagues feel in terms of pride to work for A2Dominion, caring about the future and whether they would recommend A2Dominion as a good place to work.

Colleague engagement continues to be an important indicator of our organisational health, and this year we have focused on listening to colleagues through a broader, more flexible range of channels. Rather than relying solely on formal surveys, we have been using ongoing feedback, wellbeing insights, and structured conversations across teams to understand how colleagues are experiencing change and what they need most from us as an employer.

Colleagues told us they remain proud of the work they do and care deeply about the future direction of the organisation. However, the feedback also highlights the pressure colleagues have felt through a period of significant change.

In response, we have strengthened our wellbeing support, enhanced leadership visibility, and embedded targeted actions through our Wellbeing Action Plan. These focus on reducing stressors, improving workload balance, and providing better tools and clarity to help colleagues carry out their roles confidently.

We are also refreshing our employee listening approach to rebuild trust and strengthen connection across the organisation.

Equality, Diversity & Inclusion (ED&I)

We continue to make progress in our commitment to fairness and inclusion and have taken meaningful steps across recruitment, development, and data transparency.

This year's gender and ethnicity pay gap results show encouraging reductions in both gaps, demonstrating the early impact of our targeted interventions:

Mean gender pay gap has reduced to 15%, a 2.4 percentage point improvement on last year.

Mean ethnicity pay gap has reduced to 16.5%, 0.7 percentage points lower than the previous year.

We recognise, however, that both gaps remain above sector benchmarks and closing them further remains a priority for our organisation.

Over the past year we have:

- Expanded leadership development programmes for women and ethnically diverse colleagues
- Introduced targeted talent pipelines to support progression into technical, leadership and hard to recruit roles
- Implemented inclusive recruitment initiatives including diverse panels and the Rooney Rule to ensure inclusive hiring decisions are encouraged and accessible
- Continued to increase transparency of our workforce data, including launching a diversity disclosure campaign to support better insight and action
- Strengthened partnerships such as Women in Social Housing and external programmes supporting early talent and under-represented groups.

These actions form part of our long-term ambition to reduce both the gender and ethnicity pay gaps to 10% by 2030, supported by accountable leadership, improved data, and targeted investment in development and progression.

Digital transformation and cyber security

This year we've delivered a number of key milestones within our technology transformation programme, helping support the delivery of our improvement plans and better equipping us to provide quality homes and services to our customers. We've made significant progress modernising our IT infrastructure and mitigating high-priority cyber risks by investing in the right resources, bringing in the necessary expertise, and committing fully to the journey.

Modern workplace

As part of our technology roadmap, we've upgraded all business laptops to Windows 11, began moving away from Citrix virtual desktops, improved office Wi-Fi, removed old desktop computers, and introduced new docking stations across our offices.

Cyber Security

Cyber security remains a key priority, and we continue to improve our cyber defences through our dedicated cyber team and managed Security Operations Centre. We align ourselves with industry best practice, such as Cyber Essentials Plus criteria, providing assurance around our security systems and controls, whilst retaining our cyber insurance.

Data Strategy

Over the course of the year, we also implemented new ways of working for how we manage data across our organisation. We have developed a Digital, Data and Technology (DDaT) strategy and will develop a detailed Digital Strategy to support that. The new Digital strategy will focus on improving outcomes for our customers by using digital first (not digital only) approach. This will not only improve customer experience but will also deliver efficiencies. We have already started some of the initiatives through AI proof of concepts which are also critical to improve efficiencies and deliver better customer experience.

We are continuing our delivery of the Data Quality Action Plan, with quarterly reporting to the scrutiny board (ARAC). Going forward our ambition is to empower business owners to take responsibility for data quality, supported by data quality groups, as well as fully automate performance data to remove manual reporting burden.

Artificial Intelligence

We've introduced a new AI policy across the organisation and rolled out Microsoft 365 Copilot to support colleagues in their day-to-day work and help them tackle more complex tasks.

We also use built-in AI within the Customer Contact Centre telephony system to summarise each call. We produce knowledge articles for calls. We are looking to improve this further by using the bot to produce resident specific answers.

We are currently running several AI pilot studies across productivity, customer services, and operational insight. These include the rollout of Microsoft 365 Copilot to trial responsible use of generative and agent-based AI for personal productivity and information support, proof-of-concept work using AI to summarise and support complaints handling (while retaining human oversight). The pilots are helping us test where AI can add genuine value, understand the data and governance implications, and build evidence to inform future decisions on wider adoption.

We've secured £10,000 in external Microsoft funding to develop a proof of concept for an Agentic AI bot to support complaints handling. The pilot is focused on using Agentic AI to support our Complaints team, using generative AI to summarise complaint history, key correspondence, and status. This is designed to help colleagues quickly get up to speed, improve consistency, and reduce administrative overhead, enabling them to focus more time on higher-value, customer-focused work. Work is ongoing to evaluate this proof of concept and understand what would be required to develop it into a live, operational product with appropriate governance and oversight.

Overall, we are at the early stages of testing how generative AI, predictive analytics, and agent-based approaches could improve both customer outcomes and colleague productivity. We're assessing the impact of this through colleague feedback, productivity indicators, quality and consistency of outputs, and wider considerations around data, governance, and responsible use.

New housing management system

We completed the procurement of NEC Software Solutions as our new housing management system. NEC is a market-leading solution and supports our 'Best of Breed' strategy for business applications. Implementation activity is underway and will continue throughout 2026/27, providing a modern platform to support the delivery of high-quality services to residents.

During the year, we successfully completed the migration of all customer case management activities to Microsoft Dynamics 365 Customer Engagement (CE), providing a single, modern platform for customer service teams. This enabled the successful decommissioning of the legacy Contact Manager (CM) system, reducing technology risk and improving consistency in customer case handling.

Looking ahead

From 2026/27 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.
- Continue to evaluate some of our stock and identify any properties or schemes that do not provide the right value for money for us or sit outside our core activities or geographical areas of operation.

Risk management

A2Dominion recognises that the effective identification and management of risk is key to the achievement of our strategic, operational, and compliance objectives. In 2024/25, we focused on reviewing and simplifying the risk management framework ensuring there were clear and accessible processes for discussing and escalating risks at the operational and strategic levels. This has continued to be a key area of focus over this financial year with attention being given to embedding risk management and improving our risk culture throughout the organisation.

The Board of A2Dominion Housing Group (the Board), as the parent Board, holds ultimate responsibility for risk oversight and regularly considers and discusses the principal risks facing the organisation. The Board is supported through the following delegations:

- The Executive Management Team (EMT) is responsible for the operational management of risks across all A2Dominion's activities. EMT reviews strategic risks on a quarterly basis and oversees the maintenance of operational risk registers. EMT also leads on the development and embedding of a strong risk culture.
- All Board committees review strategic and emerging risks within their remits on a quarterly basis, ensuring they are subject to diverse and in-depth scrutiny prior to Audit, Risk & Assurance Committee (ARAC) and Board consideration.
- ARAC takes overall responsibility for scrutinising strategic risks and oversight of risk management processes. It considers input from EMT and the committees in its reviews at each meeting, recommending all changes to the Board.

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.

Risk appetite

The Board has overall responsibility for defining the level and type of risk it is prepared to take to achieve its strategic objectives. The Board considers this on an annual basis and agrees its risk appetite against key business activities and risk areas. The appetite is set within the context of the external environment including regulatory, political, economic, and environmental changes, all of which can have significant impacts on our business and risk profile. It is also set with an understanding of the operational constraints facing the organisation. Risk appetite assessments are then used to inform strategy, decision making and planning.

The Board reviewed its risk appetite in a workshop session in June 2025 and again in June 2026. 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. The Board has adopted a cautious stance on financial viability, customer health and safety and compliance. It has adopted a more open stance on cultural transformation and exploring alternative delivery options to achieve a better outcome for customers.

The key strategic risks which the Board considers pose a threat to delivery of strategic priorities as at 31 March 2026, together with a summary of 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. • 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 survey within 5 years for all homes with 20% rolling programme in place. • Minimum of 5% third party assurance on completed works for gas servicing inspections and electrical checks.
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 value for money. 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 a Board Member, in place to oversee the delivery of the repairs improvement plan. • New technical leadership and quality-assured control framework in place to improve performance in damp and mould, disrepair, aids and adaptations, and minor works.
IT Systems not fit for purpose. The business cannot operate efficiently or effectively.	• Structured review and change request process in place for A2Dominion's systems. • Analysis of high-level requirements for new Housing Management System and progressing with appointment of partner. • Technology Transformation Programme Board in place providing governance and project oversight for IT systems, current and future. • Project Board in place for every system change. • IT Senior Leadership Team risk and service performance reviews.
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.	• External testing and validation of data quality. • Data stewards and owners identified within key system, enabling review or data lineage and issue resolution. • Data quality tracker in place and monitored monthly against the data quality action plan. • Scrutiny of safety and compliance data. • Data quality rules, by way of over 200 validation rules.

Key risk	Key controls in place
Non-delivery of Voluntary Undertaking Action Plan (VUAP) outcomes and wider regulatory compliance - including lessons learnt, s54f, etc. **resulting in loss of Board and regulator confidence**.	• Check and challenge sessions for the delivery of milestones and outcomes. Key issues and risks escalated to EMT-led Delivery Group. • Delivery Group, Board sub groups and Board Recovery Group scrutiny of delivery of milestones and outcomes as well as review of risks and issues. • External reviews of consumer regulation compliance and related action plan, reported to Customer Service Committee (CSC) and Board. • Review of adequacy of evidence for completion of milestones and third-party assurance of overall outcomes - progress presented to Delivery Group and Board Recovery Group.
Information /cyber security breach – A2Dominion suffers a breach of information security or a wider cyber security event, **and our related recovery and Business Continuity Plan 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.	• Challenge at Board and Customer Service Committee: Feedback on service improvement (e.g. repairs/ complaints performance/ pain areas) and impact on changes we are making. • Identify and report customer complaint volumes and root causes to enable learning, resolution, and continuous improvement in customer service. • Complaints Taskforce in place with tighter timescales for Stage 1 customer complaints responses (24-hour call back) and a target to resolve within four days where possible. • Senior Leadership Team monitoring of action plan delivery to deadlines (Consumer regulation requirements).
A2Dominion fails to align its structure, capabilities, processes, and systems to manage the complexity of delivering business-as-usual services alongside major cultural and organisational transformation which are required at scale and pace.	• EMT prioritisation and sequencing of major change programmes led by the Chief Information Officer, overseeing scope, critical paths, interdependencies, risks, slippage, and operational pressure indicators. • Integrated change and governance framework in place, including Change Group, EMT and Governance, People & Remuneration Committee reporting. • Resourcing Planning through a robust recruitment and retention framework. • Programme and project management standards, including Standard Operating Procedures applied across all transformation initiatives, with mandatory change impact assessments.

Key risk	Key controls in place
	• Business planning process to support target setting for financial performance and effective risk management (department plans and service plans) including financial, performance, and risk management. • Organisational change programme ensures structure changes represent the future capabilities required for the organisation moving forward with EMT oversight. • Performance Management Framework supported by manager training.
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 in place for Customer, Property, Housing Management System, and Total Mobile programmes. • Change Group in place to oversee and scrutinise portfolio of critical programmes/ projects. • Delivery Group scrutinising delivery of VUAP.
We are not successful in achieving our cultural transformation - to align, empower and enable all colleagues to deliver our organisational purpose through accountability, customer focus and delivery of core standards and, as a result, ultimately, this undermines the delivery of the Corporate Strategy to meet customers' needs.	• Whistleblowing policy is in place and communicated to colleagues supported by inclusion in mandatory training. • Performance management framework includes assessment of cultural behaviours through monthly one-to-ones and mid-year / annual reviews. • 'Our Everyday Expectations' framework sets clear behavioural standards that support accountability and underpin effective performance conversations. • A2Dominion Colleague Forum (ACF) providing structured colleague input into organisational change and cultural issues, and formal feedback loops via monthly meetings.
Significant levels of dissatisfaction about rents and service changes amongst leaseholders and shared owners: we are not seen to be fair and equitable as we seek to remedy historic issues of poor data and process, which have led to under-recovery of leaseholder service charges and over/under charging of shared ownership rents.	• Annual review of existing rent data to apply rents policy and undertake sample checks that process has been correctly applied. • Annual process to estimate and communicate service charges to customers, including the service charge booklets to provide transparency of what is being charged. Special team in place to answer customer queries. • Specific service charge policy in place and specialist customer-facing colleagues in place to deal with leaseholder queries. • Annual process to prepare the SDR identifies anomalies and allows for proactive explanation and resolution.
Fail to deliver short to medium-term changes required to deliver the long-term security of the organisation and/or weather a material adverse financial event.	• Forecast key financial metrics versus golden rules and key risk indicators in the 30-year rolling long-term financial plan and Stress Testing outputs to support major business decisions and to inform how and when to deploy mitigation plans should risks begin to materialise. • Continuous monitoring of medium-term liquidity needs to top up funding facilities.

Key risk	Key controls in place
	• Disposal plan in place to cover the redemption of £545 million bonds in 2026-29. • Over £30 million efficiency savings plan in place.
Failure to comply on an ongoing basis with Phase 1 of Awaab's law or to adequately prepare for Phases 2 and 3 of the legislation results in unmanaged health and safety hazards, harm to residents, regulatory breaches, enforcement action, and damage to organisational reputation.	• Up-to-date policy, process and procedures with adherence and data management controls in place. • Contract management framework and service delivery programme in place. • Routine reporting and scrutiny of performance embedded within Governance structure. • Competent employees and contractors in place to ensure robust delivery of service and identification of hazard types and level of risk. • Customer engagement and feedback tools in place to measure satisfaction, learnings from casework and education/awareness campaigns.

Financial performance summary

During the year the Group continued on the path of business simplification that had been started in previous years. The objective was to dispose of non-core activities that could be better served by other parties, freeing up both capital and management resource to focus upon our core social housing customers. As detailed earlier in the Customer Care section of the Strategic Report, the Group invested in new systems and processes which will lead to greater customer satisfaction as these become embedded in service delivery.

There was also significant focus upon delivering savings which yielded £14.8 million of savings and helped to mitigate increases in costs elsewhere including the costs of investing in customer improvements.

The results for the year to 31 March 2026 have to be understood in the context of decisions taken in previous years:

- In the 2025 year we sold our temporary housing to Westminster City Council realising a very significant one-off surplus. This accounts for the £99.5 million fall surplus on sale of fixed assets.
- We also scaled back significantly on development of new homes whilst still looking for opportunities that would meet our hurdle rates to balance return and risk. We completed only 10 new homes during 2026 and turnover and profits from first tranche sales, development and land sales all fell significantly.

As discussed in more detail in the Treasury Review, during the year the Group held significant cash reserves arising from the sale of temporary housing and other assets sales. These are being held to provide funds to redeem bonds which fall due for repayment during the 2026/27 year. Consequently, interest receivable increased substantially resulting in the fall in net interest costs as detailed below.

Group statement of comprehensive income and expenditure	2026 £m	2025 £m
Turnover	342.0	421.5
Cost of sales	(27.7)	(82.1)
Operating costs	(265.8)	(275.5)
Surplus on sale of fixed assets	17.0	116.5
Share of jointly controlled entity operating profit	3.3	5.3
Operating surplus	**68.8**	**185.7**
Net interest charges	(58.7)	(64.9)
Surplus after interest charges	**10.1**	**120.8**
Change in fair value of investments, financial instruments and investment properties	(6.8)	(20.8)
Surplus before tax	**3.3**	**100.0**
Tax on surplus on ordinary activities	(1.3)	16.8
Non-controlling interest	(0.3)	(0.4)
Surplus for the financial year	**1.7**	**116.4**

The table below shows the turnover of the Group during the year, which is a summarised version of Note 3 on pages 95 onwards. Turnover from social housing lettings barely changed, as the increase in rent was offset by reductions due to a fall in the number of homes.

The primary reason for the fall in turnover is attributable to reductions in first tranche sales, development and land sales, which reflect the reduction in development activity and the ongoing business simplification process.

Other turnover, which encompasses several different social housing and non-social housing activities, remained at a broadly similar level.

Turnover	2026 £m	2025 £m
Social housing lettings	265.5	265.8
First tranche sales	3.3	13.5
Development	6.6	48.7
Land sales	0.5	30.0
Sale of fixed assets	n/a	n/a
Other	66.1	63.5
Total turnover	**342.0**	**421.5**

In terms of surplus or deficits arising from these different activities, the largest single factor in the overall fall in surplus is attributable to the profit in 2025 realised on sale of fixed assets to Westminster City Council.

There were also falls in contributions from first tranche, development and land sales.

The surplus from social housing lettings fell which is a result of net cost increases of c.3%. Cost increases in many categories were offset by the benefits from the savings programme.

Surplus / (deficit)	2026 £m	2025 £m
Social housing lettings	59.6	65.8
First tranche sales	0.5	2.3
Development	(0.1)	4.3
Land sales	(2.0)	3.5
Sale of fixed assets	17.0	116.5
Other	(6.2)	(6.7)
Total operating surplus	**68.8**	**185.7**

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 decreased by £9.7 million, a 3.5% decrease (2025: £18.4 million 6.3% decrease) year on year.

Continuing the initiatives from the previous two years, the Group 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 has contracted – thereby reducing financial risks - the Group continues to assess the viability of new schemes. The Group takes a cautious approach to cost capitalisation and will only carry forward development costs where prudent to do so. This year, £2.2 million in development costs were written off (2025: £2.7 million).

Investment in and maintaining our existing stock remains a priority, with £83.5 million spent on responsive repairs, planned maintenance, and major works on our social housing stock (2025: £91.4 million).

Net interest charges decreased by £6.2 million (2025: £3.4 million increase). Full details are set out in Notes 10 and 11 to the financial statements.

Interest receivable increased by £4.4 million (2025: £0.9 million decrease) due to increased funds held due to assets disposals in the year and made close to the previous year end.

Interest payable on borrowings decreased by £1.6 million. Gross interest costs fell by £6.6 million, reflecting a year-on-year reduction in total loans and borrowings of £84.3 million, (2025: £96.5 million). However, due to the reduction in development activity, interest capitalised also fell by £5.0 million, thereby offsetting some of the benefit.

Group statement of financial position	2026 £m	2025 £m
Fixed assets and investments	3,346.2	3,419.7
Current assets	291.5	362.7
Creditors, provisions and liabilities, including loans and borrowings	(1,537.8)	(1,639.5)
Deferred grant	(954.3)	(1,002.3)
Non-controlling interest	(2.3)	(2.0)
Net reserves	**1,143.3**	**1,138.6**

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.

The reduction in current assets is due to a combination of factors; with the development pipeline being scaled back there was a reduction in open market and shared ownership properties for sale; debtors also fell as the £174.8 million due on the stock transfer at the previous year end was received in April 2025.

As detailed in the consolidated statement of cash flows, cash and cash equivalents increased by £135.5 million (2025 £4.5 million) during the year. The Group generated £346.1 million of cash flow from operations (2025 £193.3 million), £62.9 million of which was applied in investing activities, and £147.7 million (2025 £167.4 million) was applied in servicing debt and repayment of loans.

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.

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.

During the year the Group's key VfM focus was upon delivering cost savings through a combination of measures including more effective procurement and reductions in headcount. In total this yielded £14.85 million of identified savings, which helped to partially offset increase in costs elsewhere and supported investment that will yield improved customer services in future years. As noted earlier, during the year, total operating costs fell by £9.7 million, a 3.5% decrease from £275.5 million to £265.8 million building upon the decreases already delivered in the previous year.

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 2024/25 results for us, the median of the G15 peer group and sector (source: Regulator of social housing - Value for money 2025 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
	2026		2025		
	Actual	Target	Actual		
BUSINESS HEALTH					
Operating margin overall	14.2%	18.9%	15.1%	16.6%	18.4%
EBITDA MRI interest cover	79.9%	93.5%	88.6%	73.3%	98.0%
Social housing margin	22.4%	23.2%	24.7%	23.1%	20.8%
DEVELOPMENT CAPACITY					
New supply delivered: social housing units (as a % of social units owned)	0.0%	0.1%	1.7%	1.4%	1.5%
New supply delivered: non-social housing units (as a % of units owned)	0.0%`	0.0%	0.7%	0.3%	0.10%
Gearing	42.6%	55.0%	50.3%	46.8%	45.4%
OUTCOMES DELIVERED					
Reinvestment	1.5%	2.4%	2.4%	5.6%	8.4%
EFFECTIVE ASSET MANAGEMENT					
Return on capital employed (ROCE)	2.1%	6.0%	5.2%	2.7%	3.10%
OPERATING EFFICIENCIES					
Overall social housing cost per unit (£)	7,507	7,217	7,329	7,236	6,352

Business Health

Current performance

In the previous year, many of the VfM metrics showed significant improvement from 2024. In the current year, in general the VfM metrics have fallen back a little, but in all cases still show a significant improvement from two years previously. The Group recognised that it would be necessary to invest in improved systems and means of operational delivery before this would be reflected in improved financial or customer satisfaction metrics. There are many projects underway and we have brought in additional expertise, whether interim employees, consultants or other professional advisers, in order to deliver the required improvements. We took the view that it was necessary to accept some short-term costs to deliver VfM over the medium and long term.

The operating margin has fallen compared to 2025 for both the Group and the G15 median, and remains below the sector benchmark. The operating margin was 4.7% below our internal target, primarily due to higher-than-budgeted expenditure on both routine and planned repairs. The social housing margin showed drop of 0.8% against previous year primarily due to increased operating cost year-on-year while income remained relatively stable. EBITDA MRI interest cover also fell; whilst our performance is better than the G15 median it did not reach the sector average reflecting the particularly challenging operating environment in London.

Gearing has fallen for the second successive year to 42.6% (2025 50.3%) reflecting the decisions taken to undertake stock disposals in the previous year, and strong cash generation.

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 ahead of target and remains comfortably within lender covenant limits. it is about 3% below the wider sector and industry peers.

Future performance

There remain several schemes that are being built out that will deliver new homes in the next few years. However overall delivery of new homes is expected to remain well below historic norms whilst the Group focusses upon service delivery to existing customers and investment into existing homes.

Outcomes delivered

Current performance

The reinvestment metric reflects the decline in development activity that has been partially 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 grow slightly in line with the business strategy beyond 2026.

Effective Asset Management

Current performance

Our Return on Capital Employed (ROCE) is reflecting trading levels against the one -off disposal accommodation positive impact of 2025.—still below target and G15 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 remains at a low level.

Operating Efficiencies

Current performance

Our overall cost per unit for social housing has increased this year, due to additional operating costs, including maintenance cost activities compared to last year. It remains 3.7% above the G15 average. The G15 cost per unit are routinely above the sector average reflecting the costs of operating in London.

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.

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 Note 25 page 123).

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 2026 can be summarised as follows:

	Arranged £m	Drawn £m
A2Dominion Homes Limited	546.0	292.6
A2Dominion South Limited	719.4	589.1
A2Dominion Housing Options Limited	121.4	121.4
A2Dominion Residential Limited	177.0	177.0
A2Dominion Developments Limited	58.6	58.6
A2Dominion Housing Group Limited	120.7	120.7
	1,743.1	1,359.4
Fair value adjustment of loans arising on consolidation[1]		6.6
Loan issue costs		(4.3)
Bond discounts		(0.6)
Net debt (note 25)		**1,361.1**

As at 31 March 2026 the percentage of fixed rate loans are as follows

	Fixed %
A2Dominion Homes Limited	94.1
A2Dominion Housing Group Limited	91.4
A2Dominion South Limited	99.1
A2Dominion Housing Options Limited	100.0
A2Dominion Residential Limited	100.0
A2Dominion Development Limited	100.00
Weighted Average for Group	**93.9**

[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 2026 were £185.5 million (2025: £50.0 million).

At 31 March 2026 there were net current liabilities of £51.0 million as some loans now fall due for repayment within one year (2025: net assets £150.6 million). Additionally, as detailed in the table above, at 31 March 2026, the Group had available facilities in place to borrow a further £383.7 million (2025: £400.4 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 81 to 91.

Governance

Board and committee structure

A2Dominion Housing Group Limited is the parent of the Group and has overall control of all subsidiaries within the Group. The Group Board (the 'Board') provides Group-wide strategic leadership acting in the best interests of the Group with a view to promoting the long-term success and financial viability of A2Dominion for its residents, other customers, colleagues 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, colleagues 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. Other than the Governance, People & Remuneration Committee, all committees include independent members who provide additional expertise and experience to Committee considerations. The Customer Service Committee also includes resident members. There were no changes to the committee structure during the year.

In addition to these Committees, the Board has established time-limited sub-groups focussed on two key areas of the Voluntary Undertaking Action Plan; rents and service charges and repairs. It has also established a Board Recovery Group to oversee the overall delivery of improvements required under the Voluntary Undertaking.

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. The Board approves the strategy and	During the past year, the Group Board has considered and approved the following key matters: • Oversight of the Voluntary Undertaking Action Plan (VUAP) including the formal closure of two of the nine priorities. • Approval of the Long Term Financial Plan and associated stress testing. • The consolidated Group Budget for 2026/27. • The Board's Risk Appetite. • Proposals to simplify and refocus the business. • Key disposal decisions including the Beethoven Centre and Silchester Apartments • Stock rationalisation decisions • Appointments of two new independent Committee members to Audit, Risk & Assurance Committee and Finance

<table>
<tr><th></th><th>Remit</th><th>Key areas of work completed during the year</th></tr>
<tr><td></td><td>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.</td><td>Committee.</td></tr>
<tr><td>Board Recovery Group</td><td>Board Recovery Group is made up of all Board members and has oversight of the delivery of the Voluntary Undertaking Action Plan (VUAP).

Its responsibilities include:
• Scrutiny of the delivery of the Voluntary Undertaking Action Plan.
• 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.
• Approval of the identified assurance for specific actions and commissioning of any third-party provider.</td><td>Key areas of activity during the year included:

• 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.</td></tr>
<tr><td>Audit, Risk & Assurance Committee</td><td>The Committee is established to undertake the review of matters set out in its terms of reference either making recommendations to the Board or approving delegated matters.

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 identification and management.
• Ensuring that the Group has in place appropriate controls to safeguard assets.
• Ensuring the Group complies with the Regulator’s Economic Standards.

Its accountabilities include:
• Ensuring that the Group has in place an appropriate whistleblowing policy.
• The provision of internal audit services for the Group.
• The Group’s compliance with legislative and regulatory requirements in respect of health and safety matters.</td><td>Key areas of activity during the year included:

• Oversight of third-party reviews of the Risk Management Framework and the Asset and Liability Register.
• Scrutinising compliance with landlord health and safety matters.
• Scrutinising areas of the VUAP applicable to the committee’s remit.
• Approving of the Internal Audit Plan and ongoing monitoring of its delivery.
• Scrutinising delivery of Internal Audit actions.
• Oversight of all matters relating to external audit including approval of the plan and scrutiny of the audit completion report.
• Scrutinising the output of the new Director’s Assurance Statement process.
• Oversight of the work to improve our partnerships with managing agents.
• Approved the revised Whistleblowing Policy.
• Oversight of Quality Assurance work.
• Reviewing and recommending to Group Board all proposed changes to A2Dominion’s Strategic Risks.</td></tr>
</table>

	Remit	Key areas of work completed during the year
Customer Service Committee	The Committee takes the lead on customer matters across all tenures, including customer satisfaction and performance against key customer metrics such as 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 and Housing Ombudsman's Complaints Handling Code. • Scrutinising proposals for customer performance indicators and targets for performance measures. • Scrutinising safeguarding performance. • Ensuring the Customer Voice is taken into account in 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.	Key areas of activity during the year included: • Scrutinising areas of the VUAP applicable to the committee's remit. • Scrutinising performance and assurance reports covering a wide range of metrics including TSMs. • Scrutinising compliance with the RSH's Consumer Standards including delivery of areas of strengthening identified through third-party review. • Reviewing and recommending customer-related policies to Group Board. • Scrutinising complaints performance. • Scrutinising rents. • Scrutinising actions in respect of the Housing Ombudsman Service Order s54f (damp and mould). • Reviewing strategic and emerging risks within its remit at each meeting.
Finance Committee	The Committee is established to undertake detailed examination and review of matters set out in its terms of reference either making recommendations to the Board or approving delegated matters. ***Its responsibilities include:*** • Examination of draft budgets prior to	Key areas of activity during the year included: • Scrutinising and recommending the 2026/27 Long Term Financial Plan to the Group Board for formal approval • Recommending the budget for 2026/27 to the Group Board. • Monitoring Treasury and loan covenant compliance.

	Remit	Key areas of work completed during the year
	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. • 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.	• Scrutinising 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 and Treasury Management Policy for approval by Group Board. • Reviewing the Tax Strategy for 2026/27 and recommending to the Group Board for approval. • Recommending the ESG report to Group Board for approval. • Reviewing strategic and emerging risks within its remit at each meeting.
Governance, People & Remuneration Committee	The Committee is established to undertake detailed examination and review of the matters set out in its terms of reference either making recommendations to the Board or approving delegated matters. ***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 NHF Code of Governance (2020). • Scrutinising proposals for performance	The key areas of activity during the year included: • Overseeing the succession plan for Board and committee members to ensure skills remain appropriate to strategic objectives. • Overseeing the Board and committee member appraisal approach and process. • Overseeing the Board and committee masterclass programme. • Overseeing a review of key governing documents. • Monitoring key people and governance metrics. • Scrutiny of areas of the VUAP applicable to the committee's remit. • Reviewing strategic and emerging risks within its remit at each meeting.

	Remit	Key areas of work completed during the year
	indicators and targets for performance measures under its remit. • Oversight of the development and implementation of the People Strategy. • Oversight of the Committee's specific identified priorities in the Voluntary Undertaking.	
Strategic Development & Asset Committee	The Committee is established to undertake detailed examination and review of the matters set out in its terms of reference either making recommendations to the Board or approving delegated matters. ***Its responsibilities include:*** • Ensuring the Group has in place and achieves 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 A2Dominion has sufficient, up-to-date stock condition information. • Ensuring there is a clear approach to disposal of assets with agreed criteria. • Scrutinising variations to agreed schemes, projects or programmes above the agreed range. • 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 agreed range. • Monitoring the delivery of the Building Safety Programme. • Monitoring the delivery of regeneration programme and projects. • Monitoring the delivery of property disposals.	The key areas of activity during the year included: • Reviewing strategic performance to KPIs and relevant TSMs. • Reviewing Building Projects and Building Safety. • Scrutinising delivery to the disposals plan. • Reviewing and scrutinising delivery of the development programme, including JV performance. • Reviewing and scrutinising the strategic land portfolio. • Reviewing the plan and the outputs of the SHAPE model. • Recommending the Disposals Policy for Board approval. • Scrutinising areas of the VUAP applicable to the committee's remit. • Reviewing strategic and emerging risks within its remit at each meeting.

Board of management

Alan Collett, Chair

Alan has an extensive background in private sector housing development, investment, and valuation and 13 years' experience in social housing. He was President of the Royal Institution of Chartered Surveyors (RICS) for 2012/13 and served as a Non-Executive Director of the Hyde Housing Group, where he was Chair for the last three years. Previous non-executive roles include being a Board Member at the Empty Homes Agency, a member of the National House Building Council and Chairman of the British Property Federation Residential Committee. He is currently a director of M&G Residential Limited Partnership and an Honorary Fellow of the University College of the Built Environment.

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 Chair of the Audit, Risk & Assurance Committee.

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 has just become Independent Member and critical friend for Swindon Council's Housing Improvement Board. Elaine is the Senior Independent Director and a member of the Customer Service Committee and the Strategic Development & Asset Committee.

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 has served as Chair of the Northern Housing Consortium, and the North East Housing Partnership, and is currently Chair of Homes for the North. Paul is a member of the Finance Committee and the Audit, Risk & Assurance Committee.

Andrew Kirkman

Andrew is Chief Financial Officer at British Solar Renewables. Previously, he was Chief Financial Officer at CLS Holdings PLC, a FTSE 250 property investment company. Andrew is a Fellow of the Institute of Chartered Accountants and has an MA (Oxon) in Politics, Philosophy and Economics. He is a member of the Audit & Scrutiny Committee for the University of Oxford. Andrew is a member of the Finance Committee.

Emma Palmer

Emma is the newly appointed Chief Executive of Platform Housing Group, taking up post in September 2026. Emma is also the Disability Access Ambassador for the housing sector, appointed by the Cabinet Office in July 2024. She was the Chief Executive of Eastlight Community Homes until 24 June 2026. 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 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 has held various senior digital and technology roles and is currently Group Chief Technology Officer Product at Informa. Alex is a member of the Audit, Risk & Assurance Committee.

Coretta Scott

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 sits on the Board of Gilbert & Goode, part of Ocean Housing Group. Nigel is Chair of our Strategic Development & Assets Committee and is a member of the Customer Service 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 also Chair of Graphite Living, a for-profit housing association within the Karbon Homes Group. Dennis is Chair of our Finance Committee and a member of our Strategic Development & 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 and People Committee and sits on the Audit & Risk 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 serves as a Trustee on the Board and is Chair of the Remuneration and People Committee and a member of the Nominations committee of for British Heart Foundation. Louise Chairs the 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.

Priya Javeri, Chief Information Officer

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.

Anne-Britt Karunaratne, Interim Chief Customer Officer

(appointed November 2025)

Anne-Britt is responsible for all customer facing services for the Group and for compliance with the consumer standards. Anne-Britt is a highly experienced housing and asset management leader with a proven track record in service transformation, compliance, and customer engagement. She has held senior roles including Executive Director at Moat Homes and Director of Housing Operations at Triple Point, leading large teams and delivering strategic programmes to improve housing services and asset performance.

Mark Moore, Chief Property Officer **(appointed January 2026)**

Mark is responsible for asset management and building safety within the Group. Mark Moore is an experienced property and compliance leader with a strong track record in building safety, statutory compliance, and asset strategy across the housing sector. He has held senior roles at The Guinness Partnership, where he led national teams and delivered major programmes covering regulatory compliance, building safety, and investment planning for over 78,000 homes.

Mark replaces Michael Reece, who left in September 2025.

Andrew Warner, Chief Repairs Officer **(appointed August 2025)**

Andrew is responsible for the strategy, delivery and performance of our repairs and maintenance services, including damp and mould. He has over 25 years' experience in operational, strategic and transformational roles, having held a range of senior positions in both private and non-profit organisations. Andrew joined us from Shepherds Bush Housing Association, a subsidiary of the Guinness Partnership, having led the Association through a successful merger with Guinness. Prior to being Managing Director of Shepherds Bush, Andrew was director of Business Improvement at the National Pharmacy Association.

Kate Gascoigne was a member of the Executive Management Team as Chief Customer Officer until July 2026.

The Strategic Report was approved by the Board on 7 August 2026 and signed on its behalf by:

DocuSigned by: Alan Collett 48F2BE3A633E437...	Signed by: Dennis Watson F79AC42524EB44D...	Signed by: Steve Maiden 7746B2A101E441C...
A Collett	D Watson	S Maiden
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 2019.

A2Dominion Housing Group's carbon emissions, using a location-based approach to calculating emissions, were 47,257.66 tonnes CO2e for 2025/26.

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:

Direct emissions from controlled or owned sources, which includes those from combustion of fuel and operation facility. This includes gas used in offices, communal areas and heat networks, fuel in company vehicles and any fuels bought for use on construction sites.

Scope 2:

Indirect energy emissions from the generation of purchased electricity. This includes electricity bought for offices, community hubs and for communal areas.

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 covering the Group's housing stock, disposal of waste generated, outsourced activities 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 2025 to 31st March 2026, 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 (Defra) GHG Conversion Factors for Company Reporting 2025. Comparison data from the previous year's SECR used Defra 2024 Conversion Factors. Comparison year figures were calculated using a different methodology, and current year totals may not be directly comparable. To maintain reporting consistency for this period, comparison year figures remain unadjusted, and a more aligned year-on-year comparison is anticipated in next year's report.

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.

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:

During the reporting period, a targeted programme of energy efficiency improvements was delivered across our housing stock. This included the identification and inclusion of EPC F-rated properties and neighbouring homes within a wider 80 property improvement scheme.

Under the ECO4 programme, energy efficiency measures were successfully completed in nine properties. In addition, through the GBIS programme, cavity wall insulation was installed in a further seven properties, contributing to improved thermal performance and reduced energy demand.

Reported emissions and energy use data

The reporting methodology for 2025/26 has been substantially revised to incorporate a more granular and comprehensive data collection and calculation approach. Comparison year totals have been maintained for consistency, however the prior year intensity ratios are not directly comparable and to avoid any misinterpretation have been omitted. The current reporting year therefore represents a new baseline for future intensity ratio comparisons.

Table 1 Greenhouse gas emissions by year

Activity Category	2025/26 (tCO2e)	2024/25 (tCO2e)
Scope 1: Direct emissions from the operation of owned and controlled facilities and equipment		
Combustion of gas	11,192.91	576.3
Plant and machinery diesel	-	25.00
Combustion of fuel for transport purposes	14.25	-
Scope 1 Total	11,207.16	601.30
Scope 2: Indirect emissions from the production of purchased energy		
Scope 2 Location-Based Total	2,156.78	190.72
Scope 3: Indirect emissions from the value chain (mandatory)		
Business travel where company is responsible for purchasing fuel	114.87	0.05
Scope 3: Indirect emissions from the value chain (voluntary)		
T&D losses	225.79	-
Extraction and production of purchased materials and fuels	316.76	-
Waste generated in operations	1.01	-
Business travel where company is not responsible for purchasing fuel	13.87	-
Leased assets, franchises and outsourced activities	847.81	-
Use of sold products and services	33,512.49	-
Scope 3 Total	33,893.72	0.05
Total Gross Emissions - Location-Based (tCO2e)	**47,257.66**	**792.06**
Intensity Ratio tCO2e per home managed for mandatory fields	0.63	-
Intensity Ratio tCO2e per home managed for total emissions recorded	2.23	-
Intensity Ratio tCO2e per m2 office space	0.03	-

Total gross emissions for scope 1, scope 2 and scope 3 (mandatory) was 792.06 tCO2e for 2024/25 and 13,478.80 tCO2e for 2025/26.

The regulated emissions from independently heated homes managed far outweigh A2Dominion's operational emissions and are therefore reported here on a voluntary basis under use of sold products and services. The estimated emissions are 33,512.49 tonnes in total, or 1.85 tonnes per home managed (excluding homes on heat networks).

Table 2 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	2025/26 (kWh)	2024/25 (kWh)
Scope 1: Direct emissions from the operation of owned and controlled facilities and equipment			
Stationary combustion	Natural Gas	61,176,789.00	3,150,899.10
Stationary combustion	Plant and Machinery Diesel	-	104,563.43
Transport fuel	Diesel and Petrol	55,681.82	0.00
Scope 2: Indirect emissions from the production of purchased energy			
Generation of purchased energy	Electricity - Location Based	12,185,183.87	921,108.31
Scope 3: Indirect emissions from the value chain			
Business travel	Employee-owned Vehicles	472,362.58	198.80
	Total kWh	73,890,017.27	4,176,769.64

Definitions

tCO_2e

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.

Report of the Board

The Board presents its report and the Group's audited financial statements for the year ended 31 March 2026.

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 are set out in the financial performance summary section of the Strategic Report on page 34 and details of its future plans are set out throughout 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 £3.3 million (2025: surplus 116.4 million) and other movements in reserves, the Group's year-end reserves amounted to £1,142.8 million (2025: £1,138.6 million).

Donations

A2Dominion Housing Group Limited made no charitable donations during the year (2025: £nil) and made no political donations (2025: £nil). Entities within the Group donated £nil to charitable organisations (2025: £3,000).

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 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 & 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 49 to 52. 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 colleagues 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 financial 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 restore A2Dominion Housing Group Ltd (A2Dominion) to a compliant grade. It addresses all the key matters identified in the judgement through nine 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 with all nine priorities either agreed as fully delivered or nearing completion. By year end, there remained only a handful of milestones to be delivered which were all on track for completion by the end of June 2026. In March 2026, the Board formally approved the closure of Priorities on Financial Governance and Board Business Planning with robust third-party assurance in place that the milestones and intended outcomes under these areas had been delivered. Closure reports for all remaining priorities are underway with a view to submitting these to the RSH in June and July 2026.

The Board is required to assess and certify in these financial statements its compliance against the RSH's Governance and Financial Viability Standard. Whilst the 2025 assessment noted there was further work required on the Assets and Liabilities Register and the risk, control and assurance framework, the 2026 assessment has confirmed compliance with the Standard. This comes as a result of materially delivering the VUAP which drove improvements across all key areas of the organisation. A third-party review confirmed that the Asset and Liability Register was vastly improved and achieved over 90% compliance through an independent health check. Internal controls have also been strengthened through the introduction of Standard Operating Procedures and a Director's Assurance Statement process. With this additional assurance and control in place, the Board is now confident of its compliance with the Standard.

The Board has also assessed and confirmed compliance with the RSH's Value for Money Standard. The self-assessment against the Rent Standard confirmed broad compliance whilst highlighting a small number of errors in rent setting (circa. 1% of homes) which were identified through internal and third-party controls and corrected promptly.

In relation to the Consumer Standards, we commissioned a follow-up independent third party to assess our compliance which confirmed that A2Dominion had made good progress and was broadly meeting all Standards. However, in line with Board expectations, this also identified areas of further strengthening which will be taken forward through an action plan overseen by the Customer Service Committee during 2026/27.

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 provisions against which we need to continue to strengthen, it is compliant with the Code. Continuing the work on strengthening internal controls and equality, diversity and inclusion that began in 2025/26 will be a particular area of focus for EMT, Committees and the Board in 2026/27.

Customer involvement

The Customer Insights and Engagement team leads our programme of resident involvement activities. Over the past year, we established our All Residents Panel. This gives involved residents strategic oversight and a direct voice in how our services develop.

Working with the Panel, we have begun developing a new Resident Involvement Framework due mid-2026. This builds on our existing engagement strategy and provides more opportunities for residents to influence services. It also ensures residents' experiences shape how services are designed.

Residents continued to support improvements across A2Dominion during the year. For example, in May, they took part in two workshops about our new repairs management system. They shared their experiences of reporting repairs and identified improvements needed around communication. Their feedback also highlighted the importance of accurate property information, alongside better visibility of communal repairs.

Residents also joined a round-table discussion about door-entry systems and tested improvements to our online Resident Portal and Help Hub. This testing showed that residents usually visit our website because they need to complete a specific task, often when they are already frustrated. Their feedback helped us improve navigation, simplify content and make important actions easier to find. It also identified further changes needed to improve mobile access and search results.

Our Board regularly heard directly from residents through pre-recorded videos, helping members understand the lived experience behind the performance information they receive. The Board also reviewed Tenant Satisfaction Measures and complaints insight, including the action being taken in response. This work was overseen by our Customer Services Committee, which includes residents and Board members.

During the coming year, we will expand our digital sounding board and introduce our new Service Improvement Groups, the recruitment of which has already commenced. These will allow residents to examine individual services in greater depth and influence improvement plans. We also recognise that we must do more to close the communication loop by showing residents what has changed because of their involvement. A stronger and more consistent 'you said, we did' approach will therefore be central to our new Resident Involvement Framework.

Complaints

The Group's Complaints Policy is accessible for our customers and provides a simple process for raising and escalating complaints.

Following the Group's 2024/25 self-assessment against the statutory Housing Ombudsman's complaints code, we have worked through an improvement plan relating to the five elements of the code where we assessed ourselves as non-compliant and have addressed all areas of non-compliance. The 2025/26 self-assessment therefore confirmed compliance with the Code. The core focus during the year has been on visibility and efficiency to support response timescales and on driving up the quality and consistency of complaints handling standards. Despite an increase in volumes, which continues to put pressure on responders, improvements made to our systems and processes, alongside embedding a compliance oversight framework, has meant that timescales are now largely compliant.

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.

The control framework in place during the year included:

- Key governance documentation, including Rules, Articles of Association and the Intra Group Agreement, Standing Orders, Financial Regulations and Committee terms of reference. These documents are subject to annual review.
- Embedding and iterating the revised approach to risk management following Board approval of the new Risk Strategy. The approach emphasises the importance of scrutiny of the operation of key controls and assurances.
- Policies and procedures which are reviewed and scrutinised at different levels of the organisation with the highest risk and highest profile policies being subject to Board approval.
- Annual budget processes, and scrutiny of individual budgets. The process for preparing the 2026/27 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 declarations of interest process which requires all colleagues to update their declarations on at least an annual basis.

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 Executive Committee which scrutinises health and safety risks and performance.
- Internal audits which we purposely directed towards key risk areas and those areas where we consider we require independent assurance.
- Quality assurance reviews carried out by a new in-house team covering the Customer and Property Directorates.
- An audit clinic process that takes place approximately every six 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 & Assurance Committee.
- A Director's Assurance Statement process rolled out to all Operational Management Team members with final sign off by the Executive Team. The detailed nature of these statements provides a foundation for consideration of all areas, including internal controls, that senior colleagues have responsibility for.
- Audit, Risk & 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 development and implementation of Standard Operating Procedures across the organisation.

The Board cannot delegate responsibility for the system of internal control, but it can, and has, delegated authority to the Audit, Risk & Assurance Committee to regularly review the effectiveness of the systems in place. The Committee reviews the approach to risk and scrutinises key risks, controls, assurances and actions at each meeting. It 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. Through this process, the Board is of the view that A2Dominion has an adequate system of internal controls which has been significantly strengthened and assured throughout the year. The Board is also supportive of further strengthening to the framework which will be delivered in 2026/27 including the ongoing roll out of Standard Operating Procedures and documented control frameworks.

In line with the Financial Reporting Council Guidance on Audit Committees, the Audit, Risk & 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 30 to 33.

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 24 September 2025and the next will be held on 23 September 2026.

Disclosure of information to auditor

At the date of making this report each of the Group's Board members, as set out on pages 49 to 50, 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 7 August 2026 and signed on its behalf by:

DocuSigned by: Alan Collett 48F2BF3A633E437...	Signed by: Dennis Watson F79AC42524EB44D...	Signed by: Steve Maiden 7746B2A101E441C...
A Collett	D Watson	S Maiden
Chair	**Board Member**	**Secretary**

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

Report on the audit of the financial statements

Opinion

In our opinion:

- the financial statements give a true and fair view of the state of the Group and of the Association's affairs as at 31 March 2026 and of the Group and the Association's surplus and the Group's cash flows 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 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 2026 which comprise of the following:

- Consolidated statement of comprehensive income
- Association statement of comprehensive income
- Consolidated statement of financial position
- Association statement of financial position
- Consolidated statement of changes in equity
- Association statement of changes in equity
- Consolidated statement of cash flows

Notes 1 to 35 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.

Independence

We remain independent of the Group and the 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 Association and we remain independent of the Group and the Association in conducting our audit.

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 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 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.
However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the Group and the Association's ability to continue as a going concern.

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		2026	2025
	Management override of controls	✓	
	Recoverable amount of property developed for sale		✓
	Disposal of housing property fixed assets		✓

Following an assessment of the risks of material misstatement of the property developed for sale balance at 31 March 2026, we did not consider there to be a significant risk over the recoverable amount of property and therefore this is not considered to be a key audit matter this year.

Disposal for housing property fixed assets in the year is no longer considered to be a key audit matter because this related to a one off transaction within the comparative figures and is not a recurring matter.

Materiality	Group financial statements as a whole £63.6 m (2025: £56.4 m) based on 1.75% (2025: 1.5%) of total assets

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. 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

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:

- four entities are charitable registered providers of social housing, including the Parent Association;
- one entity is a limited company which rents properties at market rent;
- one entity is a non-charitable co-operative and benefit society;
- one entity is a special purpose entity (SPE);
- one entity provides property maintenance services to other group entities;
- 12 entities are design and build vehicles, including the ten joint ventures; and
- nine 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.

We have therefore 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.

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.

To determine components in scope, 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 including evaluating the size, complexity, and nature of each entity's activities, reviewing significant transactions or estimates and any changes in the business environment.

To determine components in scope, 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 including evaluating the size, complexity, and nature of each entity's activities, reviewing significant transactions or estimates and any changes in the business environment.

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 the entire financial information of the component, including performing substantive 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:

- Procedures were performed on the entire financial information of 6 components.
- Procedures were performed on one or more classes of transactions, account balances or disclosures of 4 components.

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

The remainder of the components were not identified as contributing to identified Group risks of material misstatement and the financial information of these components were principally subject to analytical review procedures performed by the Group audit team.

Of the components identified as contributing to Group risks there was one component where procedures relating to one or more classes of transactions, account balances or disclosures was performed by a component auditor (another BDO UK team), all of the other procedures 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 one component auditor, 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 the component auditor, we held discussions with the component audit team 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 the component auditor 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 auditor's 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.

Key audit matter		**How the scope of our audit addressed the key audit matter**
Management override of controls	Management has the ability to manipulate accounting records and override controls that otherwise appear to be operating effectively. We are required to consider this as a significant risk of material misstatement due to fraud. Our risk assessment indicates that the areas of the accounting records most susceptible to management override are the posting of journals and the judgements involved in accounting estimates within the financial statements, including:	Our audit procedures included the following: • We obtained a complete list of journals and, using information gathered during the audit and our understanding of the Group and entity, we defined criteria for unusual journals; we then tested those journals that meet the risk criteria by agreeing them to supporting documentation. • We tested a random sample of the remaining journals by agreeing them to supporting documentation. • We performed a critical review of the consolidation and, in particular, manual or late journals posted at consolidated level, by testing to supporting documentation • We reviewed unadjusted audit differences for indications of bias or deliberate misstatement.

	▪ The assumptions used in the valuation of investment properties; ▪ The assumptions used in the assessment of recoverable amount of housing stock for sale; and ▪ Assumptions used in the valuation of pension scheme assets and liabilities, including key actuarial assumptions. Given the level of work performed on the journals and significant estimates testing in the current year, as well as the senior resource allocated to these areas, we consider this to be a key audit matter.	We reviewed the judgments and estimates made by management, using benchmarking and engaging both experts and specialists as required, including but not limited to: • Engaging valuation experts to support our assessment of the appropriateness of the valuation methodology used by managements external experts as well as the underlying assumptions. • Reviewing management's impairment assessments for a sample of property developed for sale schemes. • Engaging actuarial experts to support our assessment of pension liabilities and the related actuarial assumptions, and pension specialists to support our assessment of pension assets and associated valuation assumptions. Key observations: Our procedures did not identify any instances of inappropriate or unusual journal entries that indicated management override of controls. No evidence of management bias was identified in the significant accounting estimates. No material exceptions noted

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		Association financial statements	
	2026 £m	2025 £m	2026 £m	2025 £m
Financial statement materiality				
Materiality	£63.6m	£56.4m	£16.7m	£15.0m
Basis for determining materiality	1.75% of total assets	1.5% of total assets	1.75% of total assets	1.5% of total assets
Performance materiality	£47.7m	£42.3m	£12.525m	£11.3m
Basis for determining performance materiality	75% of materiality	75% of materiality	75% of materiality	75% of materiality
Specific materiality				
Specific materiality	£6.8m	£8.4m	N/A See Component performance materiality section below	
Basis for determining specific materiality	2.0% of revenue	2.0% of revenue		
Specific performance materiality	£5.1m	£6.3m		
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 Association whose materiality and performance materiality are set out above, based on a percentage of between 0.08% and 50.5% (2025: 30% and 65%) of Group performance materiality dependent on a number of factors including size and our assessment of the risk of material misstatement of those components. Component performance materiality ranged from £36k to £24.1m (2025: £0.2 million to £24.5m).

Reporting threshold

We agreed with the Audit, Risk and Assurance Committee that we would report to them all individual audit differences in excess of £1,908,000 (2025: £1,128,000) in relation to financial statement materiality and £205,000 in relation to specific materiality (2025: £168,400). 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.

However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the Association and management.

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 an 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 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 Financial Conduct Authority (FCA) regulations, London Stock Exchange Listing Rules, health and safety legislation, the Regulator of Social Housing's Regulatory Standards, fire safety legislation, data protection legislation.

Our procedures in respect of the above included:

- Enquires of management whether there were any litigations and claims;
- Review of minutes of meetings of those charged with governance 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; and
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.

Based on our risk assessment, we considered the areas most susceptible to fraud to be management bias in accounting estimates and inappropriate journal entries to manipulate revenue recognition.

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 sample of journals that did not mee a pre-defined risk criteria, by agreeing to supporting documentation; and
- Assessing significant estimates made by management for bias, including:
  - the assumptions used to assess the recoverable amounts of loans to group entities;
  - the assumptions used to calculate the defined benefit pension scheme liability
    the valuation of investment properties by using an auditor's expert to challenge the underlying valuation assumptions; and
  - the assumptions used in the consideration of the net realisable value of properties developed for sale

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 the component auditor, 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.

Other matters which we are required to address

We were appointed by the board to audit the financial statements for the period ended 31 March 2009.

Our total uninterrupted period of engagement is 18 years, covering the periods ended 31 March 2009 to 31 March 2026.

Our audit opinion is consistent with the additional report to the Audit, Risk and Assurance Committee.

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.

In due course, as required by the Financial Conduct Authority Disclosure Guidance and Transparency Rule 4.1.15R - 4.1.18R, these financial statements will form part of the Electronic Format Annual Financial Report filed on the National Storage Mechanism of the FCA in accordance with DTR 4.1.15R – DTR 4.1.18R. This auditor's report provides no assurance over whether the Electronic Format Annual Financial Report has been prepared in compliance with DTR 4.1.15R – DTR 4.1.18R.

DocuSigned by:
BDO LLP
D1FB52C82A114D7...

BDO LLP
Statutory Auditor
Gatwick, UK

Date: 03 September 2026

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

Financial Statements

Consolidated statement of comprehensive income

	Note	2026 £m	2025 £m
Turnover	3	342.0	421.5
Cost of sales	3	(27.7)	(82.1)
Operating costs	3	(265.8)	(275.5)
Surplus on sale of fixed assets	3, 9	17.0	116.5
Share of jointly controlled entity operating profit	3, 17	3.3	5.3
Operating surplus	**3, 5**	**68.8**	**185.7**
Interest receivable and other income	10	6.4	2.0
Interest payable and similar charges	11	(64.5)	(66.1)
Other finance costs	28	(0.6)	(0.8)
Change in fair value of investments	17	(0.1)	(10.0)
Movement in fair value of financial instruments	11	0.0	2.1
Movement in fair value of investment properties	15	(6.7)	(12.9)
Surplus on ordinary activities before taxation		**3.3**	**100.0**
Tax (charge)/credit on surplus on ordinary activities	12	(1.3)	16.8
Surplus on ordinary activities after taxation		2.0	**116.8**
Non-controlling interest		(0.3)	(0.4)
Surplus for the financial year		**1.7**	**116.4**
Actuarial gains on defined pension schemes	28	1.1	1.8
Movement in fair value of hedging instruments	11	2.1	4.8
Total comprehensive income for year		**4.9**	**123.0**
Surplus for the year attributable to:			
Non-controlling interest		0.3	0.4
Parent association		1.7	116.4
		2.0	116.8
Total comprehensive income/(loss) attributable to:			
Non-controlling interest		0.3	0.4
Parent association		4.6	122.6
		4.9	**123.0**
All amounts relate to continuing activities			

The notes on pages 81 to 138 form part of these financial statements.

Association statement of comprehensive income

	Note	2026 £m	2025 £m
Turnover	3	77.2	199.7
Operating costs	3	(78.4)	(72.4)
Operating (loss)/surplus	3, 5	**(1.2)**	**127.3**
Interest receivable and other income	10	34.1	32.6
Interest payable and similar charges	11	(33.4)	(34.3)
Other finance costs	28	(0.6)	(0.8)
(Loss)/Surplus on ordinary activities before taxation		**(1.1)**	**124.8**
Tax on (loss)/surplus on ordinary activities	12	-	-
(Loss)/Surplus for the financial year		**(1.1)**	**124.8**
Actuarial gains on defined benefit pension schemes	28	1.1	1.9
Total comprehensive (deficit)/income for the year		**0.0**	**126.7**

All amounts relate to continuing activities.

The notes on pages 81 to 138 form part of these financial statements.

Consolidated statement of financial position

	Note	2026 £m	2025 £m
Fixed assets			
Tangible fixed assets – housing properties	13	2,759.5	2,772.0
Tangible fixed assets – other	14	18.7	18.3
Intangible fixed assets	14	11.1	10.3
Investment properties	15	501.2	550.7
Investments – Homebuy loans	16	2.1	2.2
Investments – other	17	18.7	20.4
Investments – jointly controlled entities	17	34.9	45.8
		3,346.2	**3,419.7**
Current assets			
Properties for sale	18	22.7	40.1
Debtors receivable within one year	19	59.6	248.1
Debtors receivable after one year	19	23.7	24.5
Cash and cash equivalents	20	185.5	50.0
		291.5	**362.7**
Creditors: Amounts falling due within one year	21	(344.7)	(212.1)
Net current (liabilities) / assets		**(53.2)**	**150.6**
Total assets less current liabilities		**3,293.0**	**3,570.3**
Creditors: Amounts falling due after more than one year	22	(2,125.1)	(2,387.8)
Provision for liabilities and charges	27	(15.5)	(29.7)
Net assets excluding pension liabilities		1,152.4	**1,152.8**
Pension liabilities	28	(6.8)	(12.2)
Net assets		**1,145.6**	**1,140.6**
Capital and reserves			
Non-equity share capital	30	-	-
Cash flow hedge reserve		0.1	**(2.0)**
Restricted reserve		0.3	**0.5**
Income and expenditure reserve		1,110.5	1,106.1
Designated reserve		32.4	34.0
Total income and expenditure reserves		**1,142.9**	**1,140.1**
Consolidated funds		1,143.3	1,138.6
Non-controlling interest		2.3	2.0
		1,145.6	**1,140.6**

The financial statements were approved by the Board and authorised for issue on 7 August 2026 and signed on its behalf by:

A Collett
Chair
DocuSigned by:
Alan Collett
48F2BF3A633E437...

D Watson
Board Member
Signed by:
Dennis Watson
F79AC42524EB44D...

S Maiden
Secretary
Signed by:
Steve Maiden
7746B2A101E441C...

The notes on pages 81 to 138 form part of these financial statements.

Association statement of financial position

	Note	2026 £m	2025 £m
Fixed assets			
Tangible fixed assets – other	14	1.2	0.7
Intangible fixed assets – other	14	11.1	10.3
Investments in subsidiaries	17	120.6	120.6
		132.9	131.6
Current assets			
Debtors receivable within one year	19	22.8	205.6
Debtors receivable after one year	19	644.0	653.7
Cash and cash equivalents	20	156.5	22.2
		823.3	881.5
Creditors: Amounts falling due within one year	21	(244.5)	(135.5)
Net current assets		**578.9**	**745.0**
Total assets less current liabilities		**711.7**	**876.6**
Creditors: Amounts falling due after more than one year	22	(653.4)	(812.7)
Provision for liabilities and charges	27	(1.7)	(1.9)
Net assets excluding pension liabilities		**56.6**	**62.0**
Pension liabilities	28	(6.8)	(12.2)
Net assets		**49.8**	**49.8**
Capital and reserves			
Non-equity share capital		-	-
Income and expenditure reserve		49.8	49.8
Association's capital and reserves		**49.8**	**49.8**

The financial statements were approved by the Board and authorised for issue on 7 August 2026 and signed on its behalf by:

DocuSigned by: Alan Collett 48F2BF3A633E437...
A Collett
Chair

Signed by: Dennis Watson F79AC42524EB44D...
D Watson
Board Member

Signed by: Steve Maiden 7746B2A101E441C...
S Maiden
Secretary

The notes on pages 81 to 138 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 2025	1,106.1	34.0	1,140.1	0.5	(2.0)	1,138.6	2.0	1,140.6
Surplus for the year	1.7	-	1.7	-	-	1.7	0.3	2.0
Other comprehensive income:	-	-	-	-	-	-	-	-
Actuarial gains on defined benefit pension scheme	1.1	-	1.1	-	-	1.1	-	1.1
Movement in fair value of hedging instrument		-	-	-	2.1	2.1	-	2.1
Other comprehensive income for the year	1.1	-	1.1	-	2.1	3.2	-	3.2
Cost met directly from restricted reserve	-	-	-	(0.2)	-	(0.2)	-	(0.2)
Major repairs expenditure during the year met by transfer from designated reserve to income and expenditure reserve	4.9	(4.9)	-	-	-	-	-	-
Increase in designated reserve so that this covers three years forecast major repairs expenditure	(3.3)	3.3	-	-	-	-	-	-
Balance at 31 March 2026	**1,110.5**	**32.4**	**1,142.9**	**0.3**	**0.1**	**1,143.3**	**2.3**	**1,145.6**

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 2024	977.01	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**

Association statement of changes in equity

	Income and expenditure reserve £m
Balance at 1 April 2025	**49.8**
(Deficit) / Surplus for the year	(1.1)
Other comprehensive income:	
Actuarial gain on defined benefit pension schemes	**1.1**
Other comprehensive income for the year	-
Balance at 31 March 2026	**49.8**

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

Consolidated statement of cash flows

For the year ended 31 March 2026	2026 £m	2025 £m
Cash flows from operating activities		
Operating surplus for the financial year	68.8	**185.7**
Adjustments for:		
Depreciation of fixed assets – housing properties	38.7	35.7
Depreciation of fixed assets – other	4.7	5.3
Accelerated depreciation on replaced components	1.9	1.9
Impairment of fixed assets – housing properties	-	-
Impairment of intangible fixed assets	-	-
Impairment – other investments	2.2	8.3
Impairment of fixed assets – other	-	3.1
Amortised grant	(16.4)	(15.7)
Share of jointly controlled entity operating surplus	(3.3)	(5.3)
Cost element of housing property sales in operating surplus	17.8	90.2
Cost element of investments property sales in operating surplus	43.2	22.7
Difference between net pension expense and cash contribution	(5.7)	(4.9)
(Increase)/decrease in trade and other debtors	186.2	(183.7)
Decrease in stocks	17.6	68.2
Increase/(decrease) in creditors	4.6	(19.2)
(Decrease)/increase in provisions	(14.2)	1.0
Cash from operations	**346.1**	**193.3**
Taxation Paid	-	**-**
Net cash generated from operating activities	**346.1**	**193.3**
Cash flows from investing activities		
Purchase of fixed assets – housing properties	(42.1)	(63.5)
Purchase of fixed assets – other	(4.8)	(3.9)
Purchase of fixed asset investment properties	(1.8)	(0.4)
Receipt of grant	-	0.9
Repayment of grant	(28.0)	(5.9)
Investment in jointly controlled entities	-	(1.3)
Repayment of jointly controlled entities capital	8.4	29.9
Distribution of jointly controlled entities profits	(1.0)	5.2
Loans payment by/(to) jointly controlled entities	-	15.6
Interest received	6.4	2.0
Net cash used in investing activities	**(62.9)**	**(21.4)**
Cash flows used in financing activities		
Interest paid	(64.4)	(71.5)
New loans – bank	57.4	21.2
New loans – other	0.3	-
Repayment of loans – bank	(137.3)	(115.0)
Repayment of loans – other	(3.7)	(2.1)
Net cash used in financing activities	**(147.7)**	**(167.4)**
Net increase/ (decrease) in cash and cash equivalents	135.5	**4.5**
Cash and cash equivalents at the beginning of year	50.0	45.5
Cash and cash equivalents at the end of year	**185.5**	**50.0**

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 53. 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 2026/27 and the thirty-year long-term financial plan in March 2026.

The review focused on the period to 31 March 2028 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 is 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.

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.

2. Accounting policies (continued)

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.

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.

2. Accounting policies (continued)

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.

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.

2. Accounting policies (continued)

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.

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. The categorisation of financial instruments as basic or other, determining whether they are held at cost or fair value.

- **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 2026 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.

Other key sources of estimation uncertainty

- **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) - 30.0%
  - Exit yield – 4.5%-5.25%
  - Rental growth 2.5% - 3.5%
  - 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): 24.3%- 46.8%
  - Net yield: 4.50% - 60.54%
  - Discount rate: 9.42% to 50.00%

The high cost, yield and discount rate assumptions represent a single specific short lease property.

- **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

			2026		
Group	Turnover £m	Cost of sales £m	Operating costs £m	Other operating items £m	Operating surplus/ (deficit) £m
Social housing lettings	**265.5**	**-**	**(205.9)**	**-**	**59.6**
Other social housing activities					
Supporting people	2.0	-	(1.9)	-	0.1
Management services	1.0	-	(3.2)	-	(2.2)
First tranche sales[1]	3.3	(2.8)	-	-	0.5
Development costs	-	-	(5.7)	-	(5.7)
Abortive costs	-	-	-	-	-
Buyback Sales	1.5	(1.3)	-	-	0.2
Surplus on sale of fixed assets (note 9)	-	-	-	17.0	17.0
Leasehold property services	15.8	-	(26.2)	-	(10.4)
Community investments	0.4	-	(1.6)	-	(1.2)
Other	0.4	-	(0.8)	-	(0.4)
	24.4	(4.1)	(39.4)	17.0	(2.1)
Non-social housing activities					
Lettings	36.0	(7.4)	(15.4)	-	13.2
Development for sale[2]	6.6	(6.7)	-	-	(0.1)
Private care retirement sales	8.5	(7.0)	-	-	1.5
Land Sales	0.5	(2.5)			(2.0)
Development costs	-	-	(2.2)	-	(2.2)
Impairment of other investments	-	-	(2.2)	-	(2.2)
Share of jointly controlled entity operating profit	-	-	-	3.3	3.3
Other	0.5		(0.7)	-	(0.2)
	52.1	(23.6)	(20.5)	3.3	11.3
	342.0	**(27.7)**	**(265.8)**	**20.3**	**68.8**

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

	2025				
Group	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	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	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**

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

Group Particulars of income and expenditure from social housing lettings	2026 General needs housing £m	Supported housing £m	Temporary housing £m	Key worker £m	Low cost home ownership £m	Total £m	2025 Total £m
Turnover from social housing lettings							
Rent receivable net of identifiable service charges	159.3	12.1	1.4	22.4	22.0	217.2	216.3
Service charge income	12.2	7.9	-	1.2	8.2	29.5	29.7
Amortised government grants	13.2	1.1	-	0.4	1.7	16.4	15.7
Net rental income	184.7	21.1	1.4	24.0	31.9	263.1	261.7
Nomination fees	-	-	0.2	-	-	0.2	0.2
Other income	1.0	0.2	-	0.1	0.9	2.2	3.9
Turnover from social housing lettings	185.7	21.3	1.6	24.1	32.8	265.5	265.8
Expenditure on social housing lettings							
Management	(50.1)	(7.3)	(0.5)	(9.8)	(7.2)	(74.9)	(65.5)
Service charge costs	(20.7)	(5.1)	-	(1.2)	(8.1)	(35.1)	(31.6)
Routine maintenance	(24.4)	(3.6)	(0.7)	(2.5)	(3.5)	(34.7)	(40.2)
Major repairs	(6.2)	(1.5)	(0.0)	(0.5)	(3.9)	(12.1)	(15.4)
Planned maintenance	(4.2)	(1.0)	(0.0)	(0.0)	(0.2)	(5.4)	(7.1)
Bad debts	(1.1)	(0.4)	(0.0)	(0.2)	(0.2)	(1.9)	(1.0)
Property lease charges	(0.1)	(0.4)	(0.9)	-	-	(1.4)	(1.6)
Depreciation of housing properties	(32.3)	(2.7)	(0.2)	(3.3)	-	(38.5)	(35.7)
Accelerated depreciation on replaced components	(1.6)	(0.3)	-	(0.0)	-	(1.9)	(1.9)
Housing impairment	-	-	-	-	-	-	
Operating costs on social housing lettings	(140.7)	(22.3)	(2.3)	(17.5)	(23.1)	(205.9)	**(200.0)**
Operating surplus/ (deficit) on social housing lettings	45.0	(1.0)	(0.7)	6.6	9.5	59.6	**65.8**
Void losses	(3.0)	(1.0)	(0.1)	(2.8)	-	(6.9)	(5.6)

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

Group Particulars of turnover from non-social housing lettings	2026 £m	2025 £m
Market rent	23.2	24.5
Student accommodation	12.1	11.7
Other	0.7	1.2
	36.0	**37.4**

Association		**2026**	
	Turnover £m	Operating costs £m	Operating surplus £m
Other social housing activities			
Management services	77.2	(78.4)	(1.2)
Other	-	-	-
	77.2	**(78.4)**	**(1.2)**

		2025	
	Turnover £m	Operating costs £m	Operating surplus/ (deficit) £m
Other social housing activities			
Management services	197.4	(72.4)	125.0
Other	2.3	-	2.3
	199.7	**(72.4)**	**127.3**

4.Accommodation in management and development

Group	2025 No.	Additions No.	Disposals No.	Reclassifications No.	2026 No.
Social housing					
General needs housing	16,963		(16)	(12)	16,935
Affordable housing	1,994	2	(2)	1	1,995
Supported housing and housing for older people	1,735	-	(16)		1,719
Shared ownership	3,909	-	-	(72)	3,837
Key worker accommodation	2,621	-	(20)	-	2,601
Temporary accommodation	69	-	(24)	10	55
Other (includes garages, offices, and community centres)	1,105	-	(1)	-	1,104
Total owned and managed	28,396	2	(79)	(73)	28,246
General needs housing	113	-	-	-	113
Supported housing and housing for older people	343	-	-	-	343
Total owned and managed by others	456	-	-	-	456
Accommodation managed for others					
Supported housing and housing for older people	43	6	(16)	-	33
Keyworker	24	-	-	-	24
Leasehold	5,953	112	(3)	74	6,136
Freehold	1,887	2	(3)	14	1,900
Temporary accommodation	63	-	(21)	-	42
Other	2	-	(1)	-	1
Total managed for others	7,972	120	(44)	88	8,136
Total owned and managed	**36,824**	**122**	**(123)**	**15**	**36,838**
Non-social housing					
Student accommodation	1,360	-	-	-	1,360
Market rent	1,193	-	(126)	(15)	1,052
Other (commercial)	118	1	(8)	-	111
Total owned and managed	2,671	1	(134)	(15)	2,523
Overall					
Total owned	31,523	3	(213)	(88)	31,225
Total managed for others	7,972	120	(44)	88	8,136
Total owned and managed	**39,495**	**123**	**(257)**	**-**	**39,361**
Accommodation in development	451				300

1. Includes in year sales resulting in assets being moved to leasehold/freehold

5.Operating surplus

This is arrived at after charging

	Group		Association	
	2026 £m	2025 £m	2026 £m	2025 £m
Depreciation of housing properties	38.5	35.7	-	-
Accelerated depreciation on replaced components	1.9	1.9	-	-
Depreciation of other tangible fixed assets	1.0	1.3	0.5	0.7
Depreciation of other intangible fixed assets	3.6	4.0	3.6	4.0
Impairment of housing properties	-		-	-
Impairment of Intangible fixed assets	-		-	
Impairment of other investments	2.2	8.3	-	-
Impairment of other fixed assets	-	3.1	-	-
Impairment of current assets	-	0.8	-	-
Development abortive costs	2.7	-	-	-
Surplus on sale to other registered provides	6.6	102.2	-	-
Operating lease rental				
- land and buildings	1.7	2.3	-	-
- office equipment, computer and vehicles	-		-	
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 (2025 £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	
	2026	2025	2026	2025
Administration	257	263	257	262
Development and sales	1	67	1	67
Housing, support and care	712	677	712	673
Repairs subsidiary	238	282	-	-
	1,208	**1,289**	**970**	**1,002**

6.Employees (continued)

Employee costs	Group		Association	
	2026 £m	2025 £m	2026 £m	2025 £m
Wages and salaries	58.6	60.5	49.7	50.1
Social security costs	7.8	6.5	6.7	5.5
Pension costs	3.2	3.3	2.9	2.9
	69.6	**70.3**	**59.3**	**58.5**
Pension costs recognised in other comprehensive income				
Actuarial gain/ (loss) on defined pension scheme	**1.0**	**1.8**	**1.0**	**1.9**

7. Directors and senior executive remuneration

Group	2026 £' 000	2025 £' 000
Salary and other benefits	1,349	1.238
Pension contributions, or pay in lieu thereof, in respect of services as directors	81	78
Compensation for loss of office	-	168
Total remuneration paid to executive directors	**1,430**	**1,484**
The Chief Executive Officer was the highest paid executive officer and their emoluments were as follows:		
Remuneration including performance related pay and benefits in kind	288	284
Pension contribution	22	22

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

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	2026 No.	2025 No.	2026 No.	2025 No.
£60,000 to £70,000	71	78	68	71
£70,001 to £80,000	63	52	60	49
£80,001 to £90,000	32	25	31	24
£90,001 to £100,000	20	28	20	28
£100,001 to £110,000	11	13	11	12
£110,001 to £120,000	8	9	8	9
£120,001 to £130,000	3	5	3	5
£130,001 to £140,000	1	2	1	2
£140,001 to £150,000	10	4	10	4
£150,001 to £160,000	3	2	3	2
£160,001 to £170,000	1	5	1	5
£170,001 to £180,000	-	2	-	2
£180,001 to £190,000	1	-	1	-
£190,001 to £200,000	-	-	-	-
£200,001 to £210,000	2	-	2	-
£210,001 to £220,000	-	2	-	2
£220,001 to £230,000	2	1	2	1
£230,001 to £240,000	1	1	1	1
£240,001 to £250,000	-	1	-	-
£260,001 to £270,000	-	2	-	2
£270,001 to £280,000	1		1	-
£300,001 to £310,000	1	1	1	1
	231	**233**	**224**	**220**

8.Board members

Fees of £259,191 (2025: £247,845) were paid to non-executive Board members during the year. Taxable travel allowances paid during the year to Board members amounted to nil (2025: nil). Non-executive Board members during the year ended 31 March 2026 were paid as follows:

Board/Committee Member	Members pay	Audit, Risk & Assurance Committee	Customer Service Committee	Strategic Development & Asset Committee	Finance Committee	Governance & Remuneration Committee	Group Board
Rachel Bowden	£18,329	✓				✓	✓
Alan Collett	£33,638					✓	✓
Steve Dickinson	£9,000			✓			
Elaine Elkington	£19,848		✓	✓			✓
Helene Griffin	£6,000		✓				
Liz Harrison	£6,000		✓				
Peter Hatch	£6,000		✓				
Andrew Kirkman	£13,973				✓		✓
Mark Parker	£9,000			✓			
Alex Roth	£13,973	✓					✓
Jas Saggu	£6,000	✓					
Coretta Scott	£13,973		✓				✓
Nigel Turner	£18,371		✓	✓			✓
Dennis Watson	£18,371			✓	✓		✓
Rob Weaver	£9,000			✓			
Louise Wilson	£18,371					✓	✓
Paul Fiddaman	£13,973	✓			✓		
Emma Palmer	£18,371		✓				✓
Appointed							
Arun Poobalasingam	£2,500				✓		✓
Lucy Weston	£3,750	✓	✓				✓
Resigned							
Mike Anderson	£750	✓			✓		

The Board includes one tenant member and one coopted committee member who is a tenant. They hold tenancy agreements on normal terms and cannot use their position to their advantage. The tenant members had £nil arrears balances at the 31 March 2026 (31 March 2025: £nil).

8.Board members (continued)

	Attendance					
Board/Committee Member	Audit, Risk & Assurance Committee	Customer Service Committee	Strategic Development & Asset Committee	Finance Committee	Governance & Remuneration Committee	Group Board
Rachel Bowden	5/5				4/4	5/5
Alan Collett					4/4	5/5
Steve Dickinson			4/4			
Elaine Elkington		4/4	4/4			4/5
Helene Griffin		4/4				
Liz Harrison		4/4				
Peter Hatch		4/4				
Andrew Kirkman				3/4		4/5
Mark Parker			4/4			
Alex Roth	3/5					4/5
Jas Saggu	4/5					
Coretta Scott		4/4				5/5
Nigel Turner		4/4	4/4			5/5
Dennis Watson			3/4	4/4		4/5
Rob Weaver			4/4			
Louise Wilson					4/4	5/5
Paul Fiddaman	5/5			4/4		3/5
Emma Palmer		4/4				5/5
Appointed						
Arun Poobalasingam – Joined November 2025				2/2		
Lucy Weston – Joined November 2025	1/2			1/2		

9.Surplus on sale of fixed assets

Group	2026						2025
	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	19.6	45.0	11.5	2.5	0.1	78.7	240.1
Cost of disposals	(11.8)	(41.0)	(4.4)	(1.8)	-	(59.0)	(121.3)
Selling costs	(0.1)	(1.3)	(0.4)	-	-	(1.8)	(1.8)
Grant recycled	(0.9)	-	-	-	-	(0.9)	(0.9)
	6.8	**2.7**	**6.7**	**0.7**	**0.1**	**17.0**	**116.5**

Sales to other registered providers £0.3m as part of recycled capital grant.

10. Interest receivable

	Group		Association	
	2026 £m	2025 £m	2026 £m	2025 £m
Interest receivable and similar income	6.4	2.0	6.4	1.0
Received from other Group entities	-	-	27.7	31.6
	6.4	**2.0**	**34.1**	**32.6**

11. Interest payable and similar charges

	Group		Association	
	2026 £m	2025 £m	2026 £m	2025 £m
Loans and bank overdrafts (on liabilities at amortised cost)	61.3	67.6	32.8	33.7
Finance related costs	2.9	3.1	0.6	0.6
Recycled capital grant fund/disposal proceeds fund	0.8	0.9	-	-
	65.0	**71.6**	**33.4**	**34.3**
Interest payable capitalised on housing properties under construction	(0.5)	(5.5)	-	-
Interest payable capitalised on investment housing properties under construction	-		-	-
	64.5	**66.1**	**33.4**	**34.3**
Capitalisation rates used to determine the finance costs capitalised during the year	4.8%-5.2%	4.3% - 5.3%	-	-

	Group		Association	
Other financing costs through statement of comprehensive income				
Movement in fair value of financial instruments	0.0	2.1	-	-
Gain on fair value of hedged derivative instruments	2.1	4.8	-	-

12. Tax on surplus on ordinary activities

	Group		Association	
	2026 £m	2025 £m	2026 £m	2025 £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	0.5	(5.9)	-	-
Origination and reversal of timing differences	0.8	(10.9)	-	-
Total deferred tax charge/(credit)	**1.3**	**(16.8)**	-	-
Total charge/(credit) in the year	**1.3**	**(16.8)**	-	-
Movement in deferred tax charge				
Deferred tax (asset)/provision at start of year	(21.3)	(4.5)	-	-
Deferred tax charged/(credited) in the statement of comprehensive income for the year	1.3	(16.8)	-	-
Deferred tax charged in the statement of equity	-	-	-	-
Deferred tax (asset)/provision at end of year	**(20.0)**	**(21.3)**	-	-

The deferred tax asset is included within debtors due after more than one year as shown in Note 19.

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

	Group		Association	
	2026 £m	2025 £m	2026 £m	2025 £m
Surplus on ordinary activities before tax	3.3	100.0	-	-
UK corporation tax at 25%	**1.3**	**25.0**	**-**	**-**
Effects of:				
Other tax adjustments, reliefs and transfers	(0.5)	(34.8)	-	-
Deferred tax adjustments	2.2	(6.1)	-	-
Fixed asset differences	(0.4)	(0.9)	-	-
Current deferred tax charge/(credit) for year	**1.3**	**(16.8)**	**-**	**-**

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% (2025: 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
At 1 April 2025	2,672.5	13.8	403.0	16.4	168.0	9.0	3,282.7
Reclassification	0.1	(0.1)	0.1	(0.1)	(0.1)	0.1	-
Additions at cost							
Construction works	-	(0.1)		0.1	-	10.7	10.7
Capitalised interest						0.5	0.5
Works to existing properties	28.8				2.4		31.2
Transfer to current asset			(0.2)				(0.2)
Transfer (from) completed to under construction							
Transfer from investment properties	2.9						2.9
Schemes completed							
Retention released			(0.1)				(0.1)
Disposals							
Planned disposals	(1.3)						(1.3)
Stock Transfer	(4.9)						(4.9)
Replaced components	(7.6)				(0.1)		(7.7)
Staircasing sales			(11.7)				(11.7)
At 31 March 2026	**2,690.5**	**13.6**	**391.1**	**16.4**	**170.2**	**20.3**	**3,302.1**

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
Depreciation and impairment							
At 1 April 2025	466.9	4.0	0.4	8.2	31.2	-	510.7
Reclassification	-	-	-	-	-	-	-
Transfer (from) completed to under construction	-	-	-	-	-	-	-
Charge for the year	35.2	-	-	-	3.3	-	38.5
Impairment	-	-	-	-	-	-	-
Disposals							
Planned disposals	(0.2)	-	-	-	-	-	(0.2)
Stock Transfer	(0.6)	-	-	-	-	-	(0.6)
Replaced components	(5.7)	-	-	-	(0.1)	-	(5.8)
At 31 March 2026	**495.6**	**4.0**	**0.4**	**8.2**	**34.4**	**-**	**542.6**
Net book value							
At 31 March 2026	**2,194.9**	**9.6**	**390.7**	**8.2**	**135.8**	**20.3**	**2,759.5**
At 31 March 2025	**2,205.6**	**9.8**	**402.6**	**8.2**	**136.8**	**9.0**	**2,772.0**

13. Tangible Fixed Assets: properties (continued)

Housing properties book value, net of depreciation comprises	2026 £m	2025 £m
Freehold land and buildings	1,946.4	1,922.0
Long leasehold land and buildings	729.4	770.5
Short leasehold land and buildings	83.7	79.5
	2,759.5	**2,772.0**

Expenditure on works to existing properties	2026 £m	2025 £m
Amounts capitalised	31.3	28.7
Amounts charged to income and expenditure account	17.4	22.5
Total	**48.7**	**51.2**

The amount of assets given as security (existing use value (EUV) basis of valuation) as at 31 March 2026 is £1.7 billion (2025: £1.6 billion).

Valuation for disclosure only	2026 £m	2025 £m
Completed housing properties at valuation	3,784	3,727

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

For information purposes only, completed housing properties are valued at 31 March 2026 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 (2025: £nil).

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 2025	6.5	0.2	5.5	22.9	**35.1**	53.4	**53.4**
Additions	0.4	-	1.0	-	**1.4**	4.4	**4.4**
Disposal	-	-	-	-	**-**	-	**-**
At 31 March 2026	6.9	0.2	6.5	22.9	**36.5**	57.8	**57.8**
Depreciation and impairment							
At 1 April 2025	5.8	0.2	4.8	6.0	**16.8**	43.1	**43.1**
Charged in year	0.3	-	0.5	0.2	**1.0**	3.6	**3.6**
Impairment	-	-	-	-	**-**	-	**-**
Disposal	-	-	-	-	**-**	-	**-**
At 31 March 2026	6.1	0.2	5.3	6.2	**17.8**	46.7	**46.7**
Net book value							
At 31 March 2026	**0.8**	**-**	**1.2**	**16.7**	**18.7**	**11.1**	**11.1**
Net book value							
At 31 March 2025	**0.7**	**-**	**0.7**	**16.9**	**18.3**	**10.3**	**10.3**

The cumulative impairment included in intangible fixed assets depreciation and impairment total is £25.8 million (2025: £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 2025	1.8	0.2	5.5	**7.5**	53.4	**53.4**
Additions	-	-	1.0	**1.0**	4.4	**4.4**
Disposals	-	-	-	**-**	-	**-**
At 31 March 2026	1.8	0.2	6.5	**8.5**	57.8	**57.8**
Depreciation and impairment						
At 1 April 2025	1.8	0.2	4.8	**6.8**	43.1	**43.1**
Charged in year	-	-	0.5	**0.5**	3.6	**3.6**
Impairment	-	-	-	**-**	-	**-**
Disposal	-	-	-	**-**	-	**-**
At 31 March 2026	1.8	0.2	5.3	**7.3**	46.7	**46.7**
Net book value						
At 31 March 2026	**-**	**-**	**1.2**	**1.2**	**11.1**	**11.1**
Net book value						
At 31 March 2025	**-**	-	0.7	0.7	10.3	10.3

The cumulative impairment included in intangible fixed assets depreciation and impairment total is £25.8 million (2025: £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 2025	143.5	381.0	26.2	-	550.7
Reclassification	0.7	-	(0.7)	-	-
Additions	-	1.0	-	-	1.0
Disposals	-	(40.9)	-	-	(40.9)
Prior year adjustments	-	-	-	-	-
Transfer to fixed asset property	-	(2.9)	-	-	(2.9)
Revaluation	(2.4)	(4.3)	-	-	(6.7)
At 31 March 2026	**141.8**	**333.9**	**25.5**	**-**	**501.2**

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	7.0% - 7.75%
Rent increase (year one)	2.5%

Full vacant possession value for the market rent 31 March 2026 is £425.2million (2025: £481.2 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 £6.7 million (2025: £12.9 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	2026 £m	2025 £m
Historic cost	69.5	334.5	30.7	434.7	474.5
Accumulated depreciation	(17.1)	(11.9)	(1.6)	(30.6)	(30.0)
	52.4	**322.6**	**29.1**	**404.1**	**444.5**

16. Investments: Homebuy loans

Group	2026 £m	2025 £m
At 1 April	2.2	2.2
Loans redeemed	(0.1)	-
At 31 March	**2.1**	**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 2025	4.3	16.1	20.4	120.6
Additions	0.8	-	0.8	-
Disposals/redeemed	(0.4)	-	(0.4)	-
Movement in fair value	-	(0.1)	(0.1)	-
Impairment of investment	-	(2.0)	(2.0)	-
At 31 March 2026	4.7	14.0	**18.7**	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 2026		31 March 2025	
	Cost £m	Market value £m	Cost £m	Market value £m
Investments listed on a recognised stock exchange	1.0	1.9	1.0	1.9
British government securities	3.0	3.9	3.1	3.8
Cash and utilised investments	4.9	5.3	4.9	5.3
Freehold investments	14.9	2.9	14.9	5.1
	23.8	**14.0**	**23.9**	**16.1**

Investments are measured at the quoted market price on a recognised stock exchange as at the 31 March 2026. 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 2025	**35.0**
Additions	-
Disposal/Redeemed	(11)
At 31 March 2026	**24.0**
Share of retained profits	
At 1 April 2025	**10.8**
Profit for the year	3.3
Distributions	(3.2)
31 March 2026	**10.9**
Net book value	
At 31 March 2026	**34.9**
At 31 March 2025	**45.8**

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 Homes LLP £m	Green Man Lane LLP £m	Keybridge House Vauxhall £m	Keybridge School Phase 2 £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 25/26	14.2	0.1	0.0	0.0	0.8	1.1	4.0	3.9	24.1
Cost of sales and administration expenses 25/26	(13.9)	(0.1)	(0.1)	0.0	(1.0)	(1.6)	(4.2)	(3.3)	(24.2)
Cut off adjustments made to JV's 24/25 results post group finalisation 24/25, now included in Group 25/26 results	0.0	0.4	0.3	0.1	(0.1)	(0.1)	0.0	2.8	3.4
Surplus/(deficit) for the year	**0.3**	**0.4**	**0.2**	**0.1**	**(0.3)**	**(0.6)**	**(0.2)**	**3.4**	**3.3**
Share of: Current assets	3.1	0.1	0.3	0.2	2.9	1.1	3.8	32.4	43.9
Liabilities due within one year	(3.0)	(0.1)	(0.0)	(0.0)	(0.5)	(0.5)	(0.5)	(4.4)	(8.9)
Net assets	**0.1**	**0.0**	**0.3**	**0.2**	**2.4**	**0.6**	**3.3**	**28.1**	**34.9**

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	2026 £m	2025 £m
Open market sale: completed properties	4.9	3.4
Open market sale: under construction	6.4	17.8
Shared ownership: completed properties	4.0	11.8
Shared ownership: under construction	7.4	7.1
	22.7	**40.1**

19. Debtors

	Group		Association	
	2026 £m	2025 £m	2026 £m	2025 £m
Due within one year				
Rent and service charges receivable	15.9	14.3	-	-
Less: Provision for bad and doubtful debts	(5.1)	(4.4)	-	-
Net arrears	**10.8**	**9.9**	**-**	**-**
Trade debtors	0.4	0.2	0.3	0.2
Other debtors	12.5	24.0	1.8	5.4
Stock transfer	-	174.8	-	174.8
Fire safety recovery	11.7	14.9	-	-
Prepayment and accrued income	21.7	19.8	3.5	1.8
Loans due from joint ventures	-		-	-
Loans due from Group entities	-	-	9.6	9.0
Amounts due from Group entities	-	-	7.6	14.4
Capital and agency debtors	2.5	4.5	-	-
	59.6	**248.1**	**22.8**	**205.6**
Due after more than one year				
Loans due from subsidiary undertakings under on-lending arrangements (note 35)	-	-	684.0	693.7
Less: Provision for bad and doubtful debts	-	-	(40.0)	(40.0)
Other debtors	3.7	3.2	-	-
Deferred tax (note 29)	20.0	21.3	-	-
	23.7	**24.5**	**644.0**	**653.7**
	83.3	**272.6**	**666.8**	**859.3**

20. Cash and cash equivalents

	Group 2026 £m	Group 2025 £m	Association 2026 £m	Association 2025 £m
Cash at bank	165.0	28.0	156.5	18.3
Cash held in charge account	-	3.9	-	3.9
Cash held in relation to sinking funds	20.5	18.1	-	-
	185.5	**50.0**	**156.5**	**22.2**

21. Creditors: amounts due in less than one year

	Group 2026 £m	Group 2025 £m	Association 2026 £m	Association 2025 £m
Loans and borrowings (note 25)	191.9	40.6	159.6	9.0
Trade creditors	10.7	8.8	10.1	6.2
Rent and service charges received in advance	18.6	20.7	-	-
Deferred capital grant (note 23)	42.6	66.6	-	-
Recycled capital grant fund (note 24)	14.1	9.1	-	-
Amounts owed to Group entities	-	-	63.1	107.4
Other taxation and social security	2.0	3.0	1.5	2.7
Other creditors	6.5	6.7	0.9	0.4
Accruals and deferred income	43.1	49.1	9.3	10.8
Interest accrued	1.8	1.9	-	-
Capital creditors	13.4	5.6	-	-
	344.7	**212.1**	**244.5**	**136.5**

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

	Group 2026 £m	Group 2025 £m	Association 2026 £m	Association 2025 £m
Loans and borrowings (note 25)	1,169.2	1,404.9	653.4	812.7
Deferred capital grant (note 23)	911.7	935.7	-	-
Interest rate swap – cash flow hedge	0.6	2.5	-	-
Recycled capital grant fund (note 24)	9.4	8.9	-	-
Sinking funds	20.9	18.1	-	-
Capital creditors	0.4	10.3	-	-
Other creditors	12.9	7.4	-	-
	2,125.1	**2,387.8**	**653.4**	**812.7**

23. Deferred capital grant

Group	2026 Housing property £m	2026 Homebuy £m	2026 Total £m	2025 Housing property £m	2025 Homebuy £m	2025 Total £m
At 1 April	1,000.1	2.2	1,002.3	1028.5	2.2	1,030.7
Grants received during the year:						
Housing properties	-	-	-	0.9	-	0.9
Recycled capital grant fund	0.2	-	0.2	1.4	-	1.4
Grants recycled during the year:						
Recycled capital grant fund	(3.6)	-	(3.6)	(8.7)	-	(8.7)
Grants utilised in the year:						
Amortised grant	(16.4)	-	(16.4)	(15.6)	-	(15.6)
Grants written off during the year	-	-	-	(0.1)	-	(0.1)
Transfer on asset disposal to other registered provider	(0.2)	-	(0.2)	(6.3)	-	(6.3)
Grant repaid	(28.0)	-	(28.0)	-	-	-
At 31 March	**952.1**	**2.2**	**954.3**	**1,000.1**	**2.2**	**1,002.3**
Due within one year	42.6	-	42.6	66.6	-	66.6
Due in more than one year	909.5	2.2	911.7	933.5	2.2	935.7

Without the amortisation of grant introduced under FRS 102, the amount of grant as at 31 March 2026 would have been £1,229.8 million (2025: £1,297.1 million).

	Group 2026 £m	Group 2025 £m
Work in progress	5.4	9.8
Completed grant	1,224.4	1,287.3
	1,229.8	**1,297.1**

24. Recycled capital grant fund

Group	2026 Homes England £m	2026 Greater London Authority £m	2026 Total £m	2025 Homes England £m	2025 Greater London Authority £m	2025 Total £m
At 1 April	5.1	12.9	18.0	3.7	11.0	14.7
Inputs to fund:						
Grants recycled from deferred capital grants	0.7	2.3	3.0	1.0	7.1	8.7
Grants recycled from statement of comprehensive income	0.1	0.7	0.8	0.3	0.7	1.0
Interest accrued	0.2	0.6	0.8	0.2	0.7	0.9
Transfer from WIP	-	0.5	0.5	-	-	-
Recycling of grant:						
New build properties	0.6	-	0.6	(0.1)	(1.3)	(1.4)
Transfer to grant in completed	(0.2)	-	(0.2)	-	-	-
Grant repaid	-	-	-	-	(5.9)	(5.9)
At 31 March	**6.5**	**17.0**	**23.5**	**5.1**	**12.9**	**18.0**
Due within one year	3.2	10.9	14.1	2.7	6.4	9.1
Due in more than one year	3.3	6.1	9.4	2.4	6.5	8.9
At 31 March	**6.5**	**17.0**	**23.5**	**5.1**	**12.9**	**18.0**

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	
	2026 £m	2025 £m	2026 £m	2025 £m
Due within one year				
Bank loans	38.6	36.8	9.6	9.0
Other loans	3.3	3.8	150.0	-
Bonds	150.0	-	-	-
	191.9	**40.6**	**159.6**	**9.0**
Due after more than one year				
Bank loans	442.4	519.2	59.7	69.2
Bonds	484.5	634.2	484.5	484.4
Other loans	246.7	256.4	110	260.0
Loan issue costs	(4.4)	(4.9)	(0.6)	(0.9)
	1,169.2	**1,404.9**	**653.6**	**812.7**
Within one year	191.9	40.6	159.6	9.0
Between one and two years	105.2	190.5	70.6	159.6
Between two and five years	560.2	537.8	442.2	426.3
After five years	508.2	681.5	141.4	227.7
Loan issue costs	(4.4)	(4.9)	(0.6)	(0.9)
	1,361.1	**1,445.5**	**813.2**	**821.7**

			Interest rate			Margin	
	Loan balance £m	Premium/ (discount) £m	Lowest	Highest	Weighted average	Lowest	Highest
Loans on floating rates	82.3	-	SONIA+ CAS[1]	SONIA+ CAS	SONIA+ CAS	0.42%	2.32%
Floating rate loans hedged with interest rate swaps	126.5	-	4.04%	4.76%	4.51%	0.47%	1.12%
Non-cancellable floating rate loans hedged with embedded fixes	366.8	-	4.08%	5.97%	4.76%	0.25%	0.75%
Bond and private placements	783.8	(0.5)	1.96%	11.33%	4.02%	-	-
Unmatched standalone swap	-	-	-	-	-	-	-
Total [2]	**1,359.4**	**(0.5)**					

[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)

2. 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 in bank loans, which has been recognised in the consolidated financial statements. This adjustment is amortised over the remaining term of the respective loans. At 31 March 2026 the unamortised element of the fair value adjustment resulted in an increase in the total loans and borrowings of £6.6m. The table above of interest swaps and the table below of interest maturity both exclude the fair value adjustment which explains the difference in totals reported.

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:

		2026 Loan repayment			2025 Loan repayment	
	Interest rate maturity ladder £m	Bullet £m	Instalment £m	Interest rate maturity ladder £m	Bullet £m	Instalment £m
Within 1 year	256.3	150.0	40.6	163.3	-	39.2
2 to 5 years	519.0	469.4	190.7	589.1	544.6	186.0
6 to 10 years	189.0	56.2	165.8	209.6	104.8	213.3
11 to 15 years	271.7	125.0	110.0	349.9	176.1	121.0
16 to 20 years	122.9	-	51.2	130.6		57.5
Total	**1,358.9**	**800.6**	**558.3**	**1,442.5**	**825.5**	**617.0**

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 2026 the Group had undrawn loan facilities of £383.7 million (2025: £400.4 million) which carry margins between 0.3% and 1.2%. As at 31 March 2026, debtors include £0.8 million cash (2025: £0.8 million) charged to lenders.

Loan Security

Borrowings consist of secured loan and club bond facilities totalling £664.4 million (2025: £748.1 million) and unsecured retail and wholesale bonds and floating rate notes totalling £694.5 million (net of discount) (2024: £694.4 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 2026, the overall charged value of properties was £2.6 billion, with an equivalent EUV-SH value of £1.7 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 2026, unencumbered assets consist of:

	Valuation basis	£m	Unsecured asset cover
Development work in progress	Cost	-	
Fixed asset investments	Fair value	401.0	
Social housing properties	EUV-SH	1,714.2	
		2,115.2	304%

26. Financial instruments

		Group
	2026 £m	2025 £m
Financial assets		
Financial assets that are debt instruments measured at fair value:		
Fixed asset investments	11	11
Total financial assets	**11**	**11**
Financial liabilities		
Derivative financial instruments designated as standalone interest rate swaps without options measured at fair value	0.6	2.5
Total financial liabilities	**0.6**	**2.5**

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	25.5	4.760%	31/12/2008	05/09/2030	Quarterly	3 Month
A2Dominion Homes	Bullet	16.0	4.040%	01/01/2009	22/09/2036	Quarterly	3 Month

During the year the change in fair value of the interest rate swaps was £2.1million (2025: £6.9 million). Of the total notional value, £25.5 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 2025	1.5	9.1	18.7	0.1	0.3	29.7
Additions	-	-	0.4	-	-	0.4
Utilised/released in the year	-	(4.8)	(9.7)	(0.1)	-	(14.6)
At 31 March 2026	**1.5**	**4.3**	**9.4**	**0.0**	**0.3**	**15.5**

Association	Pension £m	Legal and Contractual £m	Holiday pay £m	Total £m
At 1 April 2025	1.5	0.1	0.3	1.9
Additions	-	-	-	-
Utilised in the year	(0.1)	(0.1)	-	(0.2)
At 31 March 2026	**1.4**	**0.0**	**0.3**	**1.7**

The provision relate to pension attributable to future cessation events associated to the Oxford LGPS scheme, undergoing the closure process and this is expected to be completed within 2027 financial year. 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 2026 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 2026. 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 2026.

The asset values at 31 March 2026 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 £67.3 million.

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. Members were transferred into the A2DB pension scheme

28. Pensions (continued)

Reconciliation of present value of plan liabilities	2026 A2BS DB £m	2026 SCCPF £m	2026 OCCLGPS £m	2026 Total £m	2025 A2BS DB £m	2025 SCCPF £m	2025 OCCLGPS £m	2025 Total £m
At the beginning of the year	(75.4)	-	(9.5)	(84.9)	(84.3)	(7.6)	(11.0)	(102.9)
Cessation value	-	-	9.5	9.5	-	7.6	-	7.6
Current service cost	-	-	-	-	-	-	-	-
Contribution by plan participants	-	-	-	-	-	-	-	-
Interest cost	(4.3)	-	-	(4.3)	(4.1)	-	(0.5)	(4.6)
Actuarial gains	1.8	-	-	1.8	10.2	-	1.5	11.7
Benefits paid	3.8	-	-	3.8	2.8	-	0.5	3.2
At the end of the year	**(74.1)**	**-**	**-**	**(74.1)**	**(75.4)**	**-**	**(9.5)**	**(85.0)**

Reconciliation of fair value of plan assets	2026 A2BS DB £m	2026 SCCPF £m	2026 OCCLGPS £m	2026 Total £m	2025 A2BS DB £m	2025 SCCPF £m	2025 OCCLGPS £m	2025 Total £m
At the beginning of the year	63.3	-	12.3	75.6	66.2	8.1	12.3	86.6
Cessation value	-	-	(12.3)	(12.3)	-	(8.1)	-	(8.1)
Interest income on plan assets	3.8	-	-	3.8	3.3	-	0.5	3.8
Expenses	(0.3)	-	-	(0.3)	(0.2)	-	-	(0.2)
Experience on plan assets gains/ (losses)	(0.8)	-	-	(0.8)	(8.3)	-	0.2	(8.1)
Contributions by Group	5.1	-	-	5.1	5.0	-	0.1	5.1
Benefits paid	(3.8)	-	-	(3.8)	(2.7)	-	(0.5)	(3.2)
At the end of the year	**67.3**	-	**-**	**67.3**	**63.3**	**-**	**12.6**	**75.9**

28.Pensions (continued)

Net pension scheme liability	2026 A2BS DB £m	2026 SCCPF £m	2026 OCCLGPS £m	2026 Total £m	2025 A2BS DB £m	2025 SCCPF £m	2025 OCCLGPS £m	2025 Total £m
Fair value of plan assets	67.3	-	-	67.3	63.3	-	12.2	75.5
Present value of plan liabilities	(74.1)	-	-	(74.1)	(75.5)	-	(9.5)	(85.0)
	(6.8)	**-**	-	**(6.8)**	**(12.2)**	-	**2.7**	**(9.5)**
Surplus not recognised	-	-			-		(2.7)	(2.7)
Net pension scheme liability	**(6.8)**	**-**	**-**	**(6.8)**	**(12.2)**	**-**	**-**	**(12.2)**

Amounts recognised in income and expenditure	2026 A2BS DB £m	2026 SCCPF £m	2026 OCCLGPS £m	2026 Total £m	2025 A2BS DB £m	2025 SCCPF £m	2025 OCCLGPS £m	2025 Total £m
Included in administrative expenses:								
Current service cost	-	-	-	-	-	-	-	-
Expenses	(0.2)	-	-	(0.2)	(0.2)	-	-	(0.2)
	(0.2)	**-**	-	**(0.2)**	**(0.2)**	-	-	**(0.2)**
Amounts included in other finance costs	(0.6)	-	-	(0.6)	(0.8)	-	-	(0.8)
Net interest cost	**(0.6)**	**-**	-	**(0.6)**	**(0.8)**	**-**	**-**	**(0.8)**

28.Pensions (continued)

Analysis of actuarial gain/(loss) recognised in other comprehensive income	2026 A2BS DB £m	2026 SCCPF £m	2026 OCCLGPS £m	2026 Total £m	2025 A2BS DB £m	2025 SCCPF £m	2025 OCCLGPS £m	2025 Total £m
Actual return less interest income included in net interest income	(0.8)	-	-	(0.8)	(8.3)	-	(0.2)	(8.5)
Experience gains and losses arising on the scheme liabilities	(0.3)	-	-	(0.3)	(0.5)	-	0.1	(0.4)
Changes in assumptions underlying the present value of the scheme liabilities	2.2	-	-	2.2	10.7	-	1.4	12.1
Surplus not recognised	-	-	-		-	-	(1.4)	(1.4)
	1.1	**-**		**1.1**	**1.9**		**(0.1)**	**1.8**

Composition of plan assets	2026 A2BS DB £m	2026 SCCPF £m	2026 OCCLGPS £m	2026 Total £m	2025 A2BS DB £m	2025 SCCPF £m	2025 OCCLGPS £m	2025 Total £m
Equities	8.6	-	-	8.6	7.3	-	8.3	15.6
Bonds and gilts	3.0	-	-	3.0	2.6	-	2.6	5.2
Property	3.6	-	-	3.6	3.3	-	1.1	4.4
Cash	1.4	-	-	1.4	1.7	-	0.2	1.9
Liquid alternatives	13.4	-	-	13.4	12.2	-	-	12.2
Private credit	8.0	-	-	8.0	7.5	-	-	7.5
Other [1]	6.3	-	-	6.3	7.5	-	-	7.5
Liability driven investment strategy [2]	23.1	-	-	23.1	21.2	-	-	21.2
Total plan assets	**67.4**	**-**	**-**	**67.4**	**63.3**	**-**	**12.2**	**75.5**

[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

	2026 A2BS DB Years	2026 SCCPF Years	2026 OCCLGPS Years	2025 A2BS DB Years	2025 SCCPF Years	2025 OCCLGP Years
Discount rate	6.2	-	6.2	5.9	-	5.8
Future salary increases	2.8	-	2.8	2.8	-	2.8
Future pension increases	2.9	-	2.9	2.8	-	2.8
Inflation assumption	3.0	-	3.0	2.8	-	2.8

Mortality rates	2026 A2BS DB Years	2026 SCCPF Years	2026 OCCLGPS Years	2025 A2BS DB Years	2025 SCCPF Years	2025 OCCLGP Years
For a male aged 65 now	22.7	-	-	22.2	-	22.1
At 65 for a male aged 45 now	24.3	-	-	23.9	-	22.8
For a female aged 65 now	24.8	-	-	24.5	-	24.3
At 65 for a female aged 45 now	26.2	-	-	26.0	-	25.9

29. Deferred tax

Group	2026 £m	2025 £m
Investment property valuations, share of joint entity surplus and other timing differences	(20.0)	(21.3)
Deferred tax (asset)	**(20.0)**	**(21.3)**

The net reversal of deferred tax assets and liabilities expected in 2026 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	2026 £	2025 £
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 2026, the value of grant amortised in respect of these properties that had not been disposed of was £311.6 million (2025: £295.9 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	
	2026 £m	2025 £m	2026 £m	2025 £m
Land and buildings				
Within one year	1.0	1.0	-	-
Two to five years	1.6	1.7	-	-
Over five years	0.8	0.1	-	-
	3.4	**2.8**	**-**	**-**
Vehicles and other equipment				
Within one year	-	0.1	-	0.1
	-	**0.1**	**-**	**0.1**

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

Group	2026 £m	2025 £m
Amounts receivable as lessor		
Not later than one year	15.1	18.9
Later than 1 year and not later than 5 years	18.0	23.3
Later than five years	69.9	75.5
	103.0	**117.7**

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	2026 £m	2025 £m
Capital expenditure		
Expenditure contracted for but not provided in the financial statements	17.6	18.3
Expenditure authorised by the Board, but not contracted	-	14.0
Maintenance expenditure contracted and authorised by the Board	39.3	48.9
	56.9	**81.2**

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

- Undrawn loan facilities totalling £383.7 million (2025: £400.4 million).
- Social housing grants and projected proceeds from first tranche sales of shared ownership dwellings and build for sale properties of £29.0 million (2025: 65.0 million).

34. Analysis of net debt

Group	1 April 2025 £m	Cash flow £m	Non-cash changes £m	31 March 2026 £m
Cash at bank and in hand	50.0	135.5	-	185.5
Loans due within 1 year	(40.6)	40.6	(191.9)	(191.9)
Loans due after more than 1 year	(1,404.9)	42.7	193.0	(1,169.2)
Derivatives due after more than 1 year	(2.5)	-	1.9	(0.6)
Net Debt	**(1,398.0)**	**218.8**	**3.0**	**(1,176.2)**

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	2026 £m	2025 £m
A2Dominion South Limited	34.7	159.6
A2Dominion Homes Limited	35.6	27.7
A2Dominion Housing Options Limited	3.1	4.6
A2Dominion Residential Limited	1.4	1.3
A2Dominion Developments Limited	0.1	2.1
Pyramid Plus London LLP	-	-
Pyramid Plus South LLP	2.1	2.1
	77.0	**197.4**

At 31 March 2026 A2Dominion Housing Group owed £52.4 million to its subsidiaries (2025: £93.0 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 £0.3 million (2025: £0.8 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 £nil (2025: £0.4 million) related to Breyer Group PLCs 30% share of the LLPs 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 2026 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	-	-	-	-	-	(0.3)	-	-	-
A2Dominion South Limited	0.4	-	-	-	-	-	-	-	-
A2Dominion Housing Group Limited	-	-	-	(4.4)	-	(58.6)	-	-	-
A2Dominion Housing Finance Limited									
A2Dominion South Limited	-		-	-	1.6	-	37.5	-	-
A2Dominion Residential Limited									
A2Dominion Homes Limited	-		-	-	-	-	-	-	-
A2Dominion South Limited	-		-	-	-	-	-	(12.8)	-
A2Dominion Housing Group Limited	-		-	(7.6)	-	(177.0)	-	-	-
Pyramid Plus London LLP									
A2Dominion Housing Group Limited	-	-	-	-	-	-	-	-	-
Pyramid Plus South Limited									
A2Dominion Housing Group Limited	31.1	(2.1)	-	-	-	-	-	-	-

35. Related party transactions (continued)

A2Dominion South Limited lends to A2Dominion Developments Limited at a fixed rate of 6% on a three-year revolving facility. As at 31 March 2026, £nil (2025: £nil) was owed to A2Dominion South Limited. The interest and similar income payable on this loan during the year was £nil (2025: £0.03 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 2026, A2Dominion South Limited had borrowings of £37.5 million (2025: £35.0 million). The interest and similar charges payable on this loan during the year was £1.6 million (2025: £1.9 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 2026, A2Dominion South Limited had borrowings of £336.3 million (2025: £283.1 million), including £217.0 million (2025: £154.8 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 £13.1 million (2025: £9.4 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 2026, A2Dominion Housing Options Limited had borrowings of £121.4 million (2024: £119.8 million). The interest and similar charges payable on these loans during the year was £4.5 million (2025: £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 2026, A2Dominion Residential Limited had borrowings of £177.0 million (2025: £218.7 million). The interest and similar charges payable on these loans during the year was £7.6 million (2025: £8.9 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 2026, A2Dominion Developments Limited had borrowings of £58.6 million (2024: £81.1 million). The interest and similar charges payable on these loans during the year was £4.3 million (2025: £8.4 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 Limited and a 50% joint venture partner of Green Man Lane LLP.

Rydon (Ealing) Limited is a subsidiary of Rydon Regeneration Limited and a 50% joint venture partner of Green Man Lane LLP.

The LLP was funded by loan facilities totalling £16.8 million in respect of Phase 6a. All facilities were fully repaid during the year ended 31 March 2025 and no loan balances with related parties existed at the balance sheet date of 31 March 2026.

On 26 March 2024, the LLP entered into a construction agreement with Rydon Construction Limited for the completion of 23 houses forming Phase 6a, with a final contract value of £4.5 million. Payments totalling £4.4 million had been made by March 2025. No payments were made during the year ended 31 March 2026 and the remaining balance of £0.1 million is payable in the following financial year.

During the year ended 31 March 2026, profit distributions totalling £1.1 million (2025: £0.8 million) were paid to the members in accordance with the LLP agreement and split equally between them.

A2Dominion Developments Limited is a subsidiary company of A2Dominion Housing Group Limited and a 50% joint venture partner of West King Street Renewal LLP.

London Borough of Hammersmith and Fulham is a 50% joint venture partner of West King Street Renewal LLP.

The LLP is funded by way of a £50 million equity loan facility with A2Dominion Developments Limited and London Borough of Hammersmith and Fulham under tranche 1, and a further £20 million interest bearing loan facility under tranche 2, with an interest rate of 6%. As at 31 March 2026, the LLP has utilised £50.0 million (A2Dominion Developments Limited: £25.0 million and London Borough of Hammersmith and Fulham: £25.0 million) of the tranche 1 facility. The tranche 2 facility was fully repaid in the last financial year.

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 and Fulham to the LLP.

A total of £47.7 million (2025: £45.7 million) has been recharged on the Commercial Scheme and a total of £31.5 million (2025: £31.5 million) has been recharged on the Affordable Scheme as at 31 March 2026.

A2Dominion Developments Limited is a 50% joint venture partner of Crest A2D (Walton Court) LLP. During the year capital contribution of £nil was made (2025: £1.3 million) to Crest A2D (Walton Court) LLP. During the year a capital repayment of £4.4 million (2025: £9.6 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 (2025: £nil) made to Elmsbrook (Crest A2D) LLP. During the year there were no capital repayments (2025: £0.8 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 £2 million (2025: £9 million). The LLP transferred £nil (2025: £nil) 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 (2025: £nil) was made to A2DD-HP Boston Road LLP. During the year, capital repayments of £0.7 million (2025: £8.3 million) were made by of A2DD-HP Boston Road LLP.

Pyramid Plus South LLP results are consolidated within A2Dominion Housing Group Limited financial statements, which owns a 70% share in the LLP.

A2Dominion Housing Group Limited has been provided with a loan facility of £150 million (2025: £150 million) by A2D Funding II PLC. As at 31 March 2026, 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.

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 were 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	-	-	-	-	-	-	-	(5.6)	-
A2Dominion South Limited	-	-	-	-	-	-	-	-	-
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

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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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