CHESHIRE PEAKS & PLAINS HOUSING TRUST LIMITED

REPORT AND FINANCIAL STATEMENTS

For the year ended 31 March 2025

Co-operative and Community Benefit Society: 7528
Regulator of Social Housing: L4472

CHESHIRE PEAKS & PLAINS HOUSING TRUST LIMITED

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 March 2025

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THE BOARD, SENIOR EXECUTIVES AND ADVISORS

THE BOARD

Jane McCall, Chair	
Anthony Read	
Guy Johnson	
Alison Hadden	
Fiona McAuley	
David Blanchard	
Shaun Harley	Resigned 7th July 2025
Paul Clennell	Appointed 14th May 2024
Jerry Green (co-optee to Board)	Appointed 1st April 2025
Phil Pemberton	Appointed 1st April 2025

OTHER MEMBERS

Shahida Latif-Haider	Co-optee to Audit Committee
Phil Elvy	Co-optee to Audit Committee - appointed 1st June 2025

Executive Management Team

Mark Howden
Emma Richman
Julie Booker

Secretary and registered office

Jennifer Hayball
Ropewalks
Newton Street
Macclesfield
Cheshire
SK11 6QJ

Auditor

Mitchell Charlesworth (Audit) Limited
14th Floor
The Plaza
Old Hall St
Liverpool
L3 9QJ

Bankers

Barclays Bank plc
1st Floor, 3 Hardman Street
Spinningfields
Manchester
M3 3HF

Principal Solicitors

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First Floor
No 1 Whitehall Riverside
Whitehall Road
Leeds
LS1 4BN

REPORT OF THE BOARD

The Board of Cheshire Peaks & Plains Housing Trust Limited is pleased to present its report together with the audited financial statements of the Trust and its subsidiaries, "the Group", for the year ended 31 March 2025. Cheshire Peaks & Plains Housing Trust Limited is more usually known as 'Peaks & Plains' and is referred to as the Trust throughout this report. The Group refers to both the Trust and its subsidiaries.

PRINCIPAL ACTIVITIES

We are a housing association, registered with the Regulator of Social Housing to provide housing and other services that benefit the public. The Trust's purpose is "Working together to provide safe homes and thriving communities". The Trust is an exempt charity, registered with the Financial Conduct Authority under the Cooperative and Community Benefit Societies Act 2014.

The principal activity of the Group is the provision of housing at rents that are affordable to those in need which includes properties let at 'social' and 'affordable' rent. This involves the management and maintenance of an existing portfolio of accommodation and the commissioning and building of new additional homes.

The Group's head office is in Macclesfield and its properties are located in Cheshire and Derbyshire. The Group provides general needs homes for families, single people and older people in self-contained flats, houses and bungalows, where people live independently.

INCORPORATION AND SUBSIDIARIES

The Trust was initially formed on 9 February 2005 and commenced trading on 17 July 2006 with a stock transfer of 5,000 housing properties from Macclesfield Borough Council.

In 2015 two subsidiaries were established: Peaks & Plains Devco Limited, a development company and Peaks & Plains Tradeco Limited, a non-charitable property company. Peaks & Plains Devco Limited commenced trading in October 2019 and has been consolidated into the Group's Financial Statements. Peaks & Plains Tradeco Limited has been dormant throughout the year.

BUSINESS REVIEW

Details of the organisation's performance for the year, and future plans, are set out in the Strategic Report that follows this Report of the Board.

GOVERNANCE

The Trust is a Community Benefit Society operating under the National Housing Federation's model rules. Only Board Members may become or remain a shareholder and no shareholder shall hold more than one share and each share carries one vote only.

The Trust currently has a G1/V2 rating; this was confirmed in February 2025, following the Regulator of Social Housing Annual Stability Check. The Regulatory Judgement noted that 'Cheshire Peaks & Plains meets our viability requirements and has the financial capacity to deal with a reasonable range of adverse scenarios but needs to manage material risks to ensure continued compliance". The judgement also states that the Trust's G1 governance grading was unaffected following these checks.

The Trust has a skills-based Board and annual assessments are undertaken against the Trust's agreed skills matrix. There is an agreed Board succession plan to ensure a smooth transition when members come to the end of their term of service. The Board has a strategic focus and has clear oversight of the delivery of the organisations strategic plan and priorities. The Board has overall responsibility for the management of risks, including those relating to compliance with loan covenants. An independent Governance Review was carried out in 2024. The Review concluded that "PPHT has a good governance framework in place and the Board and Committees have a good balance of skills and experience to support the delivery of the vision and strategic plans of the organisation". It also noted that the Trust's "overall approach to risk management and assurance is strong". The Trust is currently working towards completion of an action plan to address the review's recommendations; over 90% of the actions have already been completed.

EMPLOYEES

The strength of the Group lies in the quality and commitment of its employees, and the ability to meet its objectives and commitments to customers depends on them. The Group is committed to equal opportunities for all its employees and continues to invest in staff training and development. The Trust has previously derecognised the Union arrangement and set up a formal bargaining group including representation that includes Trade Union and staff representatives), this enables all staff to vote on issues such as pay negotiations. The most recent external staff survey, undertaken by the Happiness Index, was completed in April 2025 and 85% of the staff that answered this question agreed that the Trust is a great place to work.

During the year the Trust commissioned Mary Gober International (MGI) to work with us to deliver customer excellence training to all staff. MGI are internationally renowned as the best provider of this training and have a strong presence within the housing sector. They understand housing and the challenges we face. The training had a key focus on not only customer service excellence but also ownership, accountability, problem solving and communication. Following the initial training managers run regular “huddles” with their teams to further embed the training.

The Trust is accredited as a living wage employer, this means we have been certified by the Living Wage Foundation. The real living wage remains the only UK wage rate calculated on the real cost of living. Annually the Trust publishes details of its gender pay gap. Calculations follow a government-prescribed methodology using six key data sets, since we do not offer bonuses only 3 sets are applicable. Based on a snapshot taken on 5 April 2024, our mean hourly pay gap was –3.22%. There has been a significant shift in our pay gap since the Trust started to report on the detail. We have significantly more women in senior roles which has contributed to the positive shift in the pay gap. However, we still have work to do to move closer to a zero-pay gap and our focus during the year has been to champion female representation on trades and to remove any unconscious bias from our recruitment processes.

HEALTH & SAFETY

The Board is aware of its responsibilities on all matters relating to health and safety. The Group has prepared detailed health and safety policies and provides Board and staff training and education on health and safety matters, including safeguarding. The Trust has a Health & Safety Committee, which is made up of the Executive Management Team plus senior managers, that meets quarterly. It is supported by four Health & Safety working groups which cover the in-house maintenance team; compliance, assets and development; commercial and another covering health and wellbeing. The minutes of the Health & Safety Committee meetings are shared with the Board, along with updates from its meetings. Health and safety continues to be a key priority for us as detailed within our Corporate Plan; Health and Safety also remains as one of our Strategic risks and is a key part of the internal audit cycle. The Board receives 6 monthly updates about general health and safety and a report on landlord health and safety compliance at each meeting. A range of performance indicators reported either directly to the Board or to one of its two committees also enable oversight of health and safety performance.

Throughout the year, we established a rigorous process to evaluate the general health and safety management of our supply chain partners, ensuring adherence to safety standards to protect our customers. We concentrated on proactive safety initiatives by providing various health and safety training sessions to employees, aimed at enhancing their competency while ensuring their safety. Our safety culture was strengthened by evaluating work tasks to introduce effective control measures and safe working systems.

THE BOARD, COMMITTEES AND EXECUTIVE

Those Board Members who served during the period and the Group’s executive directors are set out on page 1.

The Board comprises up to nine non-executive members (excluding co-optees) and is responsible for the strategy, policy framework and managing the affairs of the Trust. The Board delegates the day-to-day management and implementation of its strategy to the Chief Executive and other members of the Executive Management Team (EMT).

The Board is supported by the Audit Committee and the Governance Committee. The Audit Committee meets at least four times per year and has responsibility for overseeing the Trust’s audit functions, leading on matters of risk and assurance and more recently taking the lead on data governance (which was previously overseen by the Governance Committee).

THE BOARD, COMMITTEES AND EXECUTIVE (continued)

The Governance Committee meets at least three times per year and is responsible for supporting the Board in ensuring that the Trust has effective governance arrangements in place; this includes reviewing the skills required by Board Members and ensuring appropriate arrangements for member development and succession, ensuring compliance with the Code of Governance and approving, and recommending policies which support good governance. The Committee also has oversight of people and organisational culture issues, including the Human Resources functions and staff health and well-being.

The Board of the Trust's trading subsidiary, Peaks & Plains Devco Limited, is made up of PPHT Board members and Executive members and has met twice during the period and is responsible for the governance of the subsidiary. The PPHT Board retains oversight of the subsidiary through Board membership; minutes of the Devco Board meetings are reported to the Trust Board.

The Trust Board, Subsidiary Board and Committees obtain specialist advice as required.

CODE OF GOVERNANCE

The Group follows the National Housing Federation (NHF) Code of Governance (2020) as its chosen code of governance. The Board, through its Governance Committee, carries out an annual assessment of the Trust's compliance against the Code. The Trust confirms compliance with all material parts of its adopted code of governance for the year ended 31 March 2025. The PPHT board also confirmed in March 2024 that it required neither of its subsidiaries to adopt the NHF code of governance (2020). Tradeco is currently dormant and the Trust is satisfied that, through its oversight of Devco's limited activities and governance, the Devco board holds Itself to an appropriate standard of governance.

STATEMENT OF COMPLIANCE

In preparing this report, a review of the organisation's compliance with the Regulator of Social Housing's Regulatory Standards has taken place. During 2024/2025 the Trust completed reviews of compliance with all of the RSH's Regulatory Standards, no issues of non-compliance were identified as part of these reviews.

Following these reviews, it is the opinion of the Board that the Group complies with the latest Governance and Financial Viability Standard.

INTERNAL CONTROLS ASSURANCE

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

The process for identifying, evaluating and managing the significant risks faced by the Group is ongoing and has been in place throughout the period commencing 1 April 2024 up to the date of approval of the report and financial statements. The Group has a number of arrangements in place that comprise the overall internal control framework, which are used to provide Board with assurance about the adequacy of this framework.

The Board has ultimate responsibility for the system of internal control but has delegated authority to the Audit Committee to regularly review its effectiveness. The Audit Committee was formed to oversee the internal control framework across the Group. It does this by reviewing the effectiveness of the system of internal control across the spectrum of the framework. This includes considering risk registers, internal audit reports, fraud reports, management assurances, the external management letter and specialist reviews on areas such as treasury and business planning. In March 2024 the Board agreed that the oversight of data governance would also move to the Audit Committee, as this is a key risk on the Trust's strategic risk register.

INTERNAL CONTROLS ASSURANCE (continued)

The Audit Committee received and considered reports from management on risk management and control arrangements at each meeting during the year and the Board discussed risk and the impact of the decisions that it took at each meeting. The Audit Committee receives a "Deep Dive" presentation on one of the strategic risks, at each of its meetings, following this it is asked to confirm that it is assured with the controls in place. During the 2024/2025 year deep dives were provided for:

- FRAU08 – Poor data governance (including cyber security) (May 2024)
- ERR016 – Customer Voice (July 2024)
- ERR006 – Health & Safety - staff and customers (November 2024)
- INCRR8 – Income recovery (February 2025)

In each case the Committee confirmed its assurance.

The Audit Committee received, from the Chief Executive, the report on the annual review of the effectiveness of the system of internal control for the Group at the meeting in July 2025, it also received the annual report of the internal auditor at its meeting in May 2025. The Committee has reported the findings to the Board.

Key elements of the system of control:

- Formal policies and procedures are in place, including the documentation of key systems and rules relating to the delegation of authorities, which allow the monitoring of controls and restrict the unauthorised use of the Trust's assets.
- Experienced and suitably qualified staff take responsibility for important business functions, and each of those functions maintain an operational risk register, which are reviewed monthly by the appropriate manager. The Senior Management Team or appropriate committee reviews each of the operational risk registers in detail on a rolling programme and a quarterly report is submitted to the Executive, detailing key risks which may require escalation to the strategic risk register.
- Forecasts and budgets are prepared which allow the Board and management to monitor the key business risks and financial objectives and progress towards financial plans set for the year and the medium term; regular management accounts are prepared promptly, providing relevant, reliable and up to date financial and other information and significant variances from budgets are investigated as appropriate.
- All significant new initiatives, major commitments and investment projects are subject to formal authorisation procedures through Board resolutions.
- Regular monitoring of loan covenants and requirements for new loan facilities are reported to the Board.
- A Board approved whistle-blowing policy is in place, this was last approved in March 2025.
- A Board approved anti-fraud, bribery and corruption policy and an anti-money laundering policy are in place, these cover prevention, detection and reporting, together with recoverability of assets.
- A comprehensive assets and liabilities register is maintained, this is reviewed regularly by the Senior Management Team and reported to the Audit Committee at least twice annually.

A fraud register is maintained and is regularly reviewed by the Audit Committee. The Group complies with the RSH requirements regarding fraud. There was one reported incidence of fraud during the year 2024/2025. This related to a fraudulent direct debit transaction, the Trust suffered no financial loss as a result of this. During the year the Audit Committee has reviewed and signed off the Fraud Register, which is reported to the RSH. It also reviewed and approved the fraud response plan and signed off on the money laundering risk assessment and; the fraud risk register, which summarises the key fraud risks faced by the Group and the controls in place.

The Group had a comprehensive internal audit programme during 2024/2025, provided by RSM LLP, Chartered Accountants. RSM have been the Trust's internal auditors since February 2020. They were reappointed in 2024 following a comprehensive tender process that involved the Audit Committee Chair. The Internal Auditors report to the Group's Director of Resources on each assignment and to each meeting of the Audit Committee on their recent and prospective activity. The Audit Committee also undertakes an annual assessment as to the effectiveness of the internal auditors.

INTERNAL CONTROLS ASSURANCE (continued)

The Audit Committee considered the internal audit annual report at its May 2025 meeting. The 2024/2025 annual programme included seven audits, which included one advisory audit, as follows:

- Rent Setting (substantial assurance)
- Anti-social behaviour (substantial assurance)
- Building Safety (substantial assurance)
- Development Processes (substantial assurance)
- Disrepairs Framework (Advisory)
- Service Charges (substantial assurance)
- Responsive repairs (substantial assurance)

During the year there was two follow up audits of management actions. The first looked at all historic medium and high actions, to ensure that the actions continued to be implemented and that there had been no relapse in processes. The report confirmed good progress with 18 out of 18 management actions implemented. The second follow up was the normal annual review of actions, 11 out of 12 management actions had been implemented and RSM concluded that "the Trust has demonstrated good progress in implementing agreed management actions".

The Audit plan was devised with discussion with both the Executive Management Team (EMT) and the Chair of the Audit Committee. The Director of Resources was involved in all scoping meetings, and to ensure that the Board could receive greater assurance all audit scopes were issued for review to the Audit Committee, and other Board Members with relevant experience. Based on the results of their internal audits RSM concluded that the Trust "has an adequate and effective framework for risk management governance and internal controls." This is the highest opinion offered by RSM.

The Trust maintains an Asset and Liability Register (ALR) which was subject to a full review in 2022/2023, the review highlighted further improvements that could be made and these have now been implemented. Following this, an independent review of the ALR was undertaken in May 2025, by Campbell Tickell, their report states "*Overall, the conclusion of this review is that, in the opinion of CT, the ALR is comprehensive, up to date, accurate (to the limits of this review) and is being adequately maintained. There are improvements that can be made to the structure, content and oversight of the ALR, but we have not identified any serious concerns. Each key point in the Governance and Viability Standard and associated Code of Practice has been examined and the overall assessment is that the ALR is compliant with the expectations albeit that some improvements can be made."* The ALR is reviewed four times per year by the EMT and twice per annum by the Audit Committee. The ALR is also reported annually to the Board to assure it of its adequacy.

Governance arrangements are subject to continuing review and development to ensure they remain fit for purpose. Board and Committee membership is reviewed annually in line with the Trust's skills matrix. Compliance with the chosen code of governance and the Regulatory Framework is reviewed annually. The Board has undertaken a skills review, which is periodically updated as part of its appraisal process to ensure that the Board has the right skills mix to effectively manage the Group. The Trust undertakes a tri-annual independent Governance Review and the most recent one was undertaken during 2024/2025. The review was undertaken by Altair Ltd; Altair noted that "*PPHT has been on a significant journey of governance improvement in recent years and this is reflected in (the) report throughout. Our observations show the Board and Senior Leadership Team are working collaboratively together and there is an aim to ensure governance is seen as an enabler for the organisation. We conclude that governance continues to be strengthened, evidenced through stronger reporting, greater oversight of key risks and the embedding of key mechanisms for the Board to hear the customer voice."*

The Group recognises it can make a real difference by working closely with its customers, both tenants and leaseholders, and is committed to co-regulation through its Challenge Group that is formed from a selection of our customers. The Board received reports from two customer scrutiny reviews during the year, one on the Trust's approach to repairs and the other on the tenancy sign-up pack. The arising actions are monitored by both the Challenge Group and Audit Committee.

INTERNAL CONTROLS ASSURANCE (continued)

In addition to internal audit reports and the reports from the scrutiny panel, the Audit Committee receives a six monthly report on the other assurances that are provided throughout the Trust, this includes but is not limited to assurance around gas and electric compliance, treasury advice and pension advice. During the year the Audit Committee received additional assurance reports in relation to the Gas Safe Audit and the IT disaster recovery test.

The Trust operates by the rules in its Standing Orders and Financial Regulations; these are reviewed on an annual basis and are approved by the Board. The Finance Team operates a number of procedures that sit below the Financial Regulations to ensure that the financial reporting system provides timely and accurate management and financial information. Finance reports are presented bi-monthly to the Board along with Key Performance Indicators (KPIs). The Board suite of KPIs is the tool used by the Board to monitor the delivery of the Trust's objectives. The Board has also defined a number of triggers for other operational PIs, these act as an early warning system of issues and are reported to the Board when the trigger is hit.

The quality and competence of our staff is a key control for risk, and managers undertake regular performance meetings with staff to ensure that this quality does not dip. During the year a monthly performance pack has been reviewed by the Performance Management Group, which is made up of Senior Leadership Team and All Managers Team members. This pack details financial performance, KPIs, audit actions and risk.

External audit provides feedback to the Audit Committee on the operation of the internal financial controls reviewed as part of the annual audit. Annually, a management letter is presented to the Audit Committee after the year end audit and once it has been reviewed it is submitted to the RSH. During 2023/2024 the Trust went out to tender for a new external auditor, due to the previous auditors' contract having come to an end. As a result of this tender Mitchell Charlesworth were appointed new external auditors on a three-year contract. As with the internal auditors, the Audit Committee carries out an annual assessment as to the effectiveness of the external auditors.

A key risk management and control is the stress testing undertaken by the Trust. Tests are linked to the strategic risk register and are approved by the Audit Committee. The Trust also has a detailed mitigation plan that is annually approved and that can be implemented should the need arise. Both mitigations and stress tests are discussed at the Trust's December Board Away Day, to ensure the whole Board understands what is included in the mitigation plan and what stress tests are planned to be carried out. The mitigation plan is also linked to the asset and liabilities register (ALR) which highlights any associated contractual or financial commitments associated with implementing the mitigations.

The Trust is committed to the highest standards of quality, probity, openness and accountability. As part of that commitment, the Trust encourages its employees or others with serious genuine concerns about any aspect of the Trust's work to come forward and express those concerns, rather than ignoring the problem or disclosing those concerns outside the organisation. The Trust's Whistleblowing Policy was last approved by the Board in March 2025. During the year two whistleblowing concerns were raised, both were fully investigated and no cause for concern was found. In addition the Trust has recently launched an internal "call it out" form to make it easier for colleagues to report any issues.

GOING CONCERN

The Group's business activities, its current financial position and factors likely to affect its future development are set out within the Strategic Report. The Group has in place long-term debt facilities (£138m) that will provide adequate resources to finance committed reinvestment and development programmes, along with the Group's day to day operations. The Group also has a long-term Business Plan that shows that it can service these debt facilities whilst continuing to comply with lenders' covenants for the next 30 years. From 1 April 2024 the Barclays loan agreement was amended to an interest cover with an adjusted operating surplus of EBITDA only for five years to 2030, a move away from the previous adjusted operating surplus of EBITDA MRI. This creates significantly more headroom for the Trust, allowing us to invest in our properties appropriately.

GOING CONCERN (continued)

An assessment of the impact on our financial capacity was undertaken as part of the 30 year Business Plan review. Stress tests were conducted, that were linked to the Trust's Strategic Risk Register – these included multi-variant testing around economic collapse; the test showed that this would break the Business Plan when the interest cover covenant reverts backs to EBITDA MRI , but the Trust has mitigations in place that can address the issues. This demonstrated that the financial impact could be managed within the approved Business Plan and that we have sufficient liquidity to manage the risks. The Group has been compliant with loan covenants throughout the period and remains compliant based on the revised forecasts noted above.

After making enquiries, the Board has a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future, being a period of at least 12 months after the date on which the report and financial statements are signed. For this reason, it continues to adopt the going concern basis in the financial statements.

STATEMENT OF THE RESPONSIBILITIES OF THE BOARD FOR THE REPORT AND FINANCIAL STATEMENTS

Board Members' Responsibilities

The Board Members are 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 law and social housing legislation require the Board Members to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

In preparing these financial statements, the Board Members are 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; and
- 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 Members are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and Association's transactions and disclose with reasonable accuracy at any time the financial position of the Group and Association and enable them 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. They are 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 and Association's website in accordance with legislation in the United Kingdom, governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the Group and Association's website is the responsibility of the Board Members. The Board Members' responsibility also extends to the ongoing integrity of the financial statements contained therein.

The report of the Board was approved by the Board on 29th July 2025 and signed on its behalf by:

J Hayball

Jennifer Hayball
Company Secretary

OBJECTIVES AND STRATEGY

During 2022/2023 the Trust consulted with tenants and other stakeholders to establish a new 2023-2028 Corporate Plan.
The Board agreed that the Group's purpose is to be to "Working together to provide safe homes and thriving communities".

The Trust will deliver this by focussing on the following priorities:

Corporate Objective	Delivered By:
Be a Great Landlord	• Listen to what our customers tell us, treat them with respect and act on what they say. • Make sure our homes meet our customers' needs and support them to make a success of living in their home. • Be easy to deal with and keep our customers in the picture. • Invest in customers' homes to make them energy efficient, comfortable, safe and affordable. • Be clear about our services and what our customers responsibilities are. • Maintain and repair our customers' homes, being clear about what we will do and when we will do it. • Work with our customers to reduce the carbon footprint of their home. • Provide our customers with a range of ways for them to hear from us and comment on what we do.
Be a Resilient Organisation	• Think about the social impact of everything we do. • Be a profit for purpose business for the benefit of our customers. • Make sure our colleagues are well-equipped to do the right thing for our customers and the Trust. • Embrace change, be agile and look for improvements wherever we can. • Use our resources to make sure our customers get value for money for their rent. • Work with the right partners to help tackle environmental and social challenges. • Invest our money wisely so that we can continue to provide affordable homes. • Have the right systems and checks in place so we can prove that we are being transparent and responsible.
Create Great Places to Live	• Provide homes that are right for our business, our customers and our neighbourhoods. • Provide homes that are energy efficient and safe. • Work with our customers and others to create thriving neighbourhoods that they are proud to call home. • Work with our customers, and trusted partners, to support their health and wellbeing. • Engage with our customers in their community, to focus on the issues that matter most to them.

OBJECTIVES AND STRATEGY (CONTINUED)

Our objectives are delivered by inspiring and engaging our staff to deliver great services and exhibiting the Group's values:

- **We are one team with one goal** - We are open and honest with each other so that we can work together to make things better for our customers and the Trust. We do not work in silos.
- **We are solution focused** - We come up with ideas and find answers and efficiencies wherever we can. When we mess up we say sorry, learn from it, fix it and crack on. We act and keep things moving.
- **We think like a customer, act like a business owner** - We take pride in our homes and our work and we give our customers the service and value for money we'd expect ourselves. We always try to do more with less.
- **We do the right thing** - Even when no-one is looking and we speak up if something doesn't feel right – even when that means a tricky conversation. We don't leave loose ends or unfinished work for someone else to sort out.
- **We respect and celebrate our differences -** We are fair and we respect our differences so that we all thrive and feel at home – at work.

The Trust's values are used together with the Trust's 'leadership principles' to demonstrate how we will go about delivering the objectives in our strategic plan. Our staff recruitment and accountability systems are structured around the values and principles, making them a fundamental part of working at the Group.

Our leadership principles

- Lead as you would like to be led.
- Know your people, make your best better.
- Have backbone, challenge, support and commit.
- There are times when you need to be prepared to muck in.
- Keep in touch, it is good to talk.

The values and leadership principles are supported by a full competency framework and this is reinforced through frequent catch-up conversations between managers and staff, recognising when the values are being demonstrated and when they are not. These catch-ups are formally documented twice in the year at the completion of personal development reviews.

The Corporate Strategy is supported by an action plan which is refreshed annually, and approved by Board. Progress with the action plan is reported to Board on a 6 monthly basis.

Performance during the Year, by Corporate Priority

The Board has agreed a revised list of KPIs which it keeps under review. In order to ensure that the Board does not lose sight of some key performance areas, triggers have been set for some additional operational performance indicators that are important to the Board. If the trigger is hit, the PI will be escalated and reported to the Board.

The review below details the key results for the 2024/2025 year.

BE A GREAT LANDLORD	March 2024 Result	March 2025 Result	2024/2025 Target	2025/2026 Target
% current tenant rent arrears	0.99%	1.37%	2.54%	1.83%
% first time fix repairs	87.5%	89.5%	92%	92%
% of complaints resolved within agreed timescales	100%	100%	100%	100%
Properties below EPC C	2,102	1,890	2,000	1,800

Source – Year end Board Report

The Board recognises that to be a great landlord we need to build on strong foundations and there are key measures that relate to income, safety and customer service that the Board has chosen to monitor directly going forward.

OBJECTIVES AND STRATEGY (continued)

Rent arrears have increased slightly from £295K (0.99%) in 2023/24 to £450K (1.37%) in 2024/25, with an adjusted figure to account for outstanding housing benefit, which was paid in the following financial year. This increase reflects several factors, including a 7.7% rent increase, a 53-week rent year, and the managed migration of customers from ESA to Universal Credit. However, considering these challenges, the performance remains strong, with arrears rising by a manageable amount, demonstrating effective rent collection and management despite these external factors.

The Board monitors the repairs first time fix performance, in the 2023/24 year the Trust completed 87.5% of repairs on the first visit. In 2024/25 the Trust created new trade lead roles with one of the remits being to improve the Trust's ability to complete jobs on the first visit. The result in 2024/25 was 89.52%. This is an improvement compared to the previous year and additionally, improved throughout the year. The Trust will continue to look at improving this figure which will mean that our customers get a better service and operatives do not need to reattend and as a result become more efficient in delivering repairs. The Trust will look to introduce a material and van stock app in 2025/26 that will ensure all required materials are available when required to complete repairs. This will further embed efficiencies.

After the revised Housing Ombudsman's complaints handling code was published in April 2024, the Trust updated its Complaints Policy. As a result, the Trust began acknowledging a higher number of complaints and introduced a new measure to track complaints received and responded to within the set timeframe. During the 2024/2025 financial year, the Trust successfully met the 100% response rate within the timescale. Unlike the Tenant Satisfaction Measure (TSM), this performance indicator includes service requests and all properties, not just low-cost rental housing.

In 2024/25 the Trust continued to undertake work to improve the energy efficiency of its stock and meet the target of all properties achieving EPC C by 2030. During the year we spend £4.92m on energy improvement and zero carbon work of which £1.446m was received through Government Wave 2 grant funding. In 2024/25 work was completed to 212 properties (336 across the period of the grant) which reduced the total number of properties below C from 2102 in April 2024 to 1890 at the end of March 2025. Work included a combination of fabric first intervention such as external wall insulation, internal wall insulation, new windows and doors, roof work and traditional and alternative heating upgrades such as new boiler and air source heat pumps. In addition, the Trust has installed solar panels across stock where it is appropriate and feasible.

The Trust was also successful in securing grant funding of £6.9m of Wave 3 funding which will support future energy improvement work the total of which is estimated at £13.2m and will enable a further 604 homes to be improved, reducing the number of properties below EPC C to 1286.

BE A RESILIENT BUSINESS	March 2024 Result	March 2025 Result	2024/2025 Target	2025/2026 Target
Overdue Audit actions	1	4	0	0
Number of reportable incidents (RIDDOR)	0	1	0	0

Source – Year end Board Report

The Board recognises that in order to be able to "Help Improve Lives" it must ensure that the underlying business model is robust and resilient to change and, that where necessary improvements are identified, they are implemented. A key measure identified to assist with this is ensuring any audit recommendations are implemented within agreed timescales.

The Trust had 4 overdue audit actions at the year-end, all with low priority. Three of these actions were completed during Q1 of 2025/2026 and the remaining action is expected to be completed in the first half of the financial year.

The Trust had one RIDDOR reportable incident during the 2024/2025 year, a dangerous occurrence category incident was reported by a third-party contractor in June 2024, for a Trust owned site. No one was hurt in this incident.

OBJECTIVES AND STRATEGY (continued)

CREATE GREAT PLACES TO LIVE	March 2024 Result	March 2025 Result	2024/2025 Target	2025/2026 Target
Number of residential properties vacant for over 8 weeks	17	19	4	6
Non-breached compliance indicators	99.44%	99.58%	100%	100%
Units on site	147	116	122	68

Source – Year end Board Report

The Board recognises that "Great Places to Live" means not only providing new homes but ensuring our existing homes are well maintained, energy efficient and do not have a negative impact on the environment.

At the year end the Trust had 19 properties for letting, that had been vacant for over 8 weeks. Sixteen of these properties were with the Repairs team for voids work; six being improvement voids requiring major component replacement, and ten being standard voids; one of these was having additional works completed as it was for a customer moving from a property that is to be demolished for re-development. The remaining three properties were with the Neighbourhood Team for relet, one of which had been let by May 2025. This measure excludes void properties which are not currently available for let either because they are being used as a decant or because they are subject to financial appraisal. The Trust recognises that it needs to review the way in which it manages empty properties and to prepares them for relet in order to improve performance. It has set up a project team to fully understand and address the issues.

The % of non-breached compliance indicators at March 2025 was 99.58%, meaning out of 12,873 services required to be completed, 12,821 had been done, leaving 52 overdue inspections. A number of these have since been completed. The Board receives reporting on all breached compliance indicators at each of its meetings.

At the end of March 2025 there were 116 units on site across four development sites. These sites include social, affordable, and shared ownership properties.

Building Safety

Following registration with the Building Safety Regulator, in September 2023, in line with the requirement of the Building Safety Act, the Trust has developed a Building Safety Case for the two buildings in the scope of the Act, Range Court and Pennine Court. The Safety Case provides information in relation to the structure, components, servicing and safety arrangements within the blocks. The Trust will be requested at any point over the next five years to submit their Building Safety Case in order to apply for a Building Assessment Certificate.

The policy statement was approved by the Executive Team in September 2024. The Building Safety Act Policy Statement provides the Trust with clear oversight of the implications of the Act, roles and responsibilities and linked documents across development, asset management and compliance activity. In addition, an independent legal review of the Policy Statement was completed, with feedback incorporated into the final document.

On 1 October the Building (Amendment) (England) Regulations 2023 came into force, providing further clarity on how the Government intends to implement the new regulatory regime introduced under the Building Safety Act 2022. Any project requiring a new Building Regulations application, from domestic house extensions to higher-risk buildings (HRBs), will now require two 'principal duty holders' to be appointed: the Principal Designer and the Principal Contractor.

In response to the changes in legislation the Trust has already reviewed and updated its Development Procedures to ensure compliance with the new legislation. In addition, any investment programmes where Building Regulations approval is required, the Trust is employing consultants to ensure the Trust meets the requirements of the Building Safety Act 2022.

An internal audit was completed in October 2024. The purpose of the audit was to ensure that a framework has been developed to monitor the Trust's progress against requirements of the Building Safety Act. The report concluded with the opinion that there is substantial assurance in place in relation to Building Safety and no management actions were identified.

OBJECTIVES AND STRATEGY (continued)

Tenant Satisfaction Measures (TSMs)

New Tenant Satisfaction Measures (TSMs) were introduced by Government on 1 April 2023 to help to monitor how well landlords are doing at providing quality homes and services, and to understand how they can make improvements. The Trust collects this data from tenants via Acuity, a company that provides tenant satisfaction surveys and benchmarking services.

The results of the TSMs for the year to March 2025 are detailed in the table below. The benchmarking for the satisfaction measures has been provided by Acuity, the benchmarking for all the other measures are from the 2024 results published by the RSH.

KPI Name	2024/25	2023/24	Benchmark	Comments
	Value	Value		
TSM BS01 - % Gas safety checks completed	99.98%	100%	99.90%	As at the 31st March one property gas service was overdue. This was a mandatory buyback property purchase on the 24th March. Procedures for these buybacks are now in place to ensure checks are picked up in the future and the checks on this property has now been completed.
TSM BS02 - % Fire safety checks completed	99.14%	100%	100%	There is one fire risk assessment that was missed off the schedule when it was sent to the new fire risk assessors. This has been addressed and was completed on 27th April.
TSM BS03 - % Asbestos safety checks completed	100%	82.90%	100%	At 31st March all asbestos management surveys and reinspection's as required by the TSM had been completed .
TSM BS04 - % Water safety checks completed	100%	100%	100%	As at 31st March all legionella risk assessments as per the TSM definition had been completed and were in date.
TSM BS05 - % Lift safety checks completed	100%	100%	100%	As at 31st March all lift safety checks have been completed - including the handover of the lift and associated units at our latest development.
TSM CH01 Part 1 - Stage 1 Complaints relative to the size of the landlord	42.92	26.6	42.1	During 2024/2025 the Trust received 221 stage 1 complaints, equating to 42.92 complaints, based on 5.149 properties, indicating a heightened level of dissatisfaction that is in line with wider sector patterns.
TSM CH01 Part 2 - Stage 2 Complaints relative to the size of the landlord	8.93	7.9	5.5	During 2024/2025 the Trust escalated 46 stage 1 complaints, which equates to 8.93 complaints per 1,000 properties, consistent with expectations given the broader pressures across the sector.
TSM CH02 Part 1 - % Stage 1 Complaints responded to within Complaint Handling Code timescales	100%	100%	82.10%	Of the 221 stage 1 complaints received between 1st April 2024 and 31st March 2025, 100% were responded to within timescales. Despite a notable increase in service demands, reflecting a broader trend across the sector, our performance in meeting Housing Ombudsman Service timescales remains robust. This underlines our continued focus on delivering timely responses to our customers, even under challenging circumstances.

OBJECTIVES AND STRATEGY (continued)

Tenant Satisfaction Measures (TSMs) (continued)

KPI Name	2024/25 Value	2023/24 Value	Benchmark	Comments
TSM CH02 Part 2 - % Stage 2 Complaints responded to within Complaint Handling Code timescales	100%	97.50%	82.80%	Of the 46 stage 2 complaints received between 1st April 2024 and 31st March 2025, 100% were responded to within timescale, demonstrating our commitment to timely resolutions. There were 5 extensions agreed to response times at review stage
TSM NM01 Part 1 - Anti-social behaviour cases relative to the size of the landlord	46.3	66.2	35.50%	322 ASB cases recorded April 2024 to March 2025. 77 of these cases related to domestic abuse and are not included in the calculation.
TSM NM01 Part 2 - Anti-social behaviour cases relative to the size of the landlord that involve hate incidents	1.51	1.5	0.60%	8 hate incidents reported in 2024/2025. The relevant staff are trained and equipped to deal with any incidents, and we are confident that appropriate action is taken in such cases.
TSM RP01 - % Homes that do not meet the Decent Homes Standard	1.24%	0.60%	0.50%	The Trust has included all HHSRS cat 1 cases which are currently in the process of being completed. This is 64 properties (1.24%) at March 2025.
TSM RP02 Part 1 - % Non-emergency repairs completed within target timescale	71.15%	59.40%	81.30%	The Trust has delivered circa 71% of repairs within target timescale with improvement continually being made to reach the target of 90%. Increased numbers of repairs delivered has been a contributory factor to the lower result.
TSM RP02 Part 2 - % Emergency repairs completed within target timescale	94.93%	94.90%	95.30%	The target is 4 hours and the result equates to 75 out of 1,200 delivered, not achieving the 4 hour timescale.
TSM TP01 - Overall satisfaction	73.00%	71.60%	74%	The Trust has seen an increase of overall satisfaction from 71.7% in 2023/2024 to 73% in 2024/2025. The Trust has rolled out customer service training in the year to all staff and it is hoped that we will see a further increase in this score as the training is embedded throughout 2025/2026.
TSM TP02 - % Satisfaction with repairs	77.40%	74.10%	77%	There are some ongoing plans to further improve service delivery but overall, approx. three quarters of our tenants are satisfied with the repairs service. This is a similar score to 2024.

OBJECTIVES AND STRATEGY (continued)

Tenant Satisfaction Measures (TSMs) (continued)

KPI Name	2024/25 Value	2023/24 Value	Benchmark	Comments
TSM TP03 - % Satisfaction with time taken to complete most recent repair	68.50%	70.20%	73%	The Trust saw a reduction in Q4 of the financial year. The annualised score is below the annual median, and the Trust are 2.5% below the average. The Trust is in a much improved position regarding the time taken to carry out repairs and it would make sense that this indicator will improve through 2025/26 as customer confidence in the service grows.
TSM TP04 - % Satisfaction that the home is well maintained	72.70%	69.60%	74%	The overall score for this indicator is placed in the middle of the median for the past two years and 0.3% below the benchmark average. The value of work undertaken to ensure the Trust meets its EPC obligations over the last few years has impacted the investment programme so it is pleasing that the Trust remains comparative with its peers.
TSM TP05 - % Satisfaction that the home is safe	81.50%	79.90%	78%	The work undertaken by the compliance teams, and the investment the Trust has made over the last few years to ensure our properties are safe and that our customers are aware of what safety looks like is demonstrated in our score in this area.
TSM TP06 - % Satisfaction that the landlord listens to tenant views and acts upon them	63.30%	61.80%	61%	Over the last year, the Customer Voice and Communications team has focused on closing the feedback loop when customers share their views. This includes sharing of changes to the service or policy. All Trust staff completed Mary Gober International (MGI) training and are participating in ongoing huddles to embed the culture.
TSM TP07 - % Satisfaction that the landlord keeps tenants informed about things that matter to them	74.80%	73.60%	73%	The Trust has invested in training all staff in customer service (MGI) and this will hopefully improve the way we communicate and keep customers informed in all departments. For example, there is a focus on time speak and letting customers know when to expect information or their next update.
TSM TP08 - % customer satisfied that we treat them fairly and with respect	80.00%	77.50%	78%	Satisfaction has increased from 2023/2024 by 2.5% for “treats customers fairly and with respect”. This remains high at 80%.

OBJECTIVES AND STRATEGY (continued)
Tenant Satisfaction Measures (TSMs) (continued)

KPI Name	2024/25 Value	2023/24 Value	Benchmark	Comments
TSM TP09 - % Satisfaction with the landlord's approach to handling complaints	39.20%	40.50%	36%	The Trust has seen a slight dip in this score from 40.5% at 2023/2024. It is hoped that the changes at the Trust around repairs delivery and the investment in customer service training will reduce the number of complaints the Trust has going forward, giving colleagues more time to address complaints to the satisfaction of our customers.
TSM TP10 - % Satisfaction that the landlord keeps communal areas clean and well maintained	61.00%	58.4%	68%	While satisfaction is still below the benchmark we have seen an improvement from the 2023/2024 figure of 58.4%. We have recently undertaken a scrutiny review of communal cleaning with customers, and it is hoped that the implementation of changes identified will further improve this score next year.
TSM TP11 - % Satisfaction that the landlord makes a positive contribution to neighbourhoods	66.80%	66.2%	67%	We have ended the year above last year's sector median, and just short of the annual median benchmark. The Trust has worked closely with the estate management contractor to ensure a more consistent standard.
TSM TP12 - % Satisfaction with the landlord's approach to handling anti-social behaviour	66.00%	70.6%	61%	During 2024-25 we have seen a quarter on quarter increase in satisfaction with handling of ASB. This is really positive to see due to a number of changes within the team. We have also increased partnership working, updated our website, and was given substantial assurance in the ASB Audit. As we head into 2025, we are going to review letters with involved customers, continue working closely with partners and we are considering setting up an ASB Forum for customers.

RISKS AND UNCERTAINTIES

Throughout the year the Audit Committee and the Board have continued to work to strengthen the risk and control framework of the Group. This risk appetite statement is reviewed annually by the Board, and this was given a full review at the Board away day in December. At its February meeting the Audit Committee considered the stress testing that needed to be undertaken on the Business Plan and at the meeting in May the mitigations available to address any future impacts on the finances of the Group were reviewed. The Board recognises its duty to safeguard the assets of the Group and believes that financial strength is the key to the delivery of other objectives.

The risk register adopted by the Board includes details of directive / preventative controls together with detective / corrective controls in place. Additionally, we have identified assurance that Board can gain from three lines of defence. At each Audit Committee meeting, a "deep dive" is undertaken on a different strategic risk, during the year the Audit Committee reviewed the risks relating to data governance, customer voice, health & safety and the adverse economic climate. The Audit Committee confirmed that it was assured with the controls in place to detect and mitigate each of these risks. A strategic risk register is maintained that details the key risks that impact the Group. This is annually reviewed against the Sector Risk Profile (published by the Regulator of Social Housing). In addition, operational risk registers are maintained across the Group and specific risk assessments undertaken in line with the Trust's Risk Management Policy. Risks are assessed to establish the most significant items by reference to both their impact on the organisation and their likelihood of occurrence. The strategic risk register is included on all Board meeting agendas so the Board can assess any changes arising from papers presented to it.

RISKS AND UNCERTAINTIES (continued)

Risk Appetite Statement

The Board accepts that the Group cannot achieve its objectives or purpose without taking some risks. The risk appetite has been revisited in the year and the Board has identified its appetite against eleven separate risk drivers. The most recent review of risk appetite has seen the Board's appetite for development and asset investment/disinvestment move from open to cautious. The 2024 appetite is depicted in the following table with an x and the 2025 risk appetite with a ✓.

Risk Descriptors							**What this means to P&P**
	Risk Drivers	**Averse**	**Minimal**	**Cautious**	**Open**	**Hungry**	
1	Merger				X✓		<=12
2	Diversification/Investment (non-core)			X✓			<=9
3	Development			✓	X		<=9
4	Financial Viability			X✓			<=9
5	Asset Investment/ Disinvestment			✓	X		<=9
6	Reputation / Customer/stakeholder				X✓		<=12
7	Governance and Control (incl. data)		X✓				<=5
8	Health & Safety and Asset Compliance		X✓				<=5
9	Value for Money				X✓		<=12
10	Environmental			X✓			<=9
11	Innovation			X✓			<=9

The appetite is reviewed on an annual basis.

For key strategic risks, controls will be put in place to reduce, where possible, the likelihood and the impact of each risk occurring, taking into account the costs and benefits of controlling, transferring or reducing those risks. Risks are scored on a scale of 1 to 5 for both likelihood and impact, both before and after controls and the results multiplied together to arrive at a risk score. Where possible the Group will look to reduce its risks to below the appetite identified by the Board. For all the current strategic risks where the score is above appetite actions have been identified and reported to Board, which once implemented should bring the score back in line with the appetite.

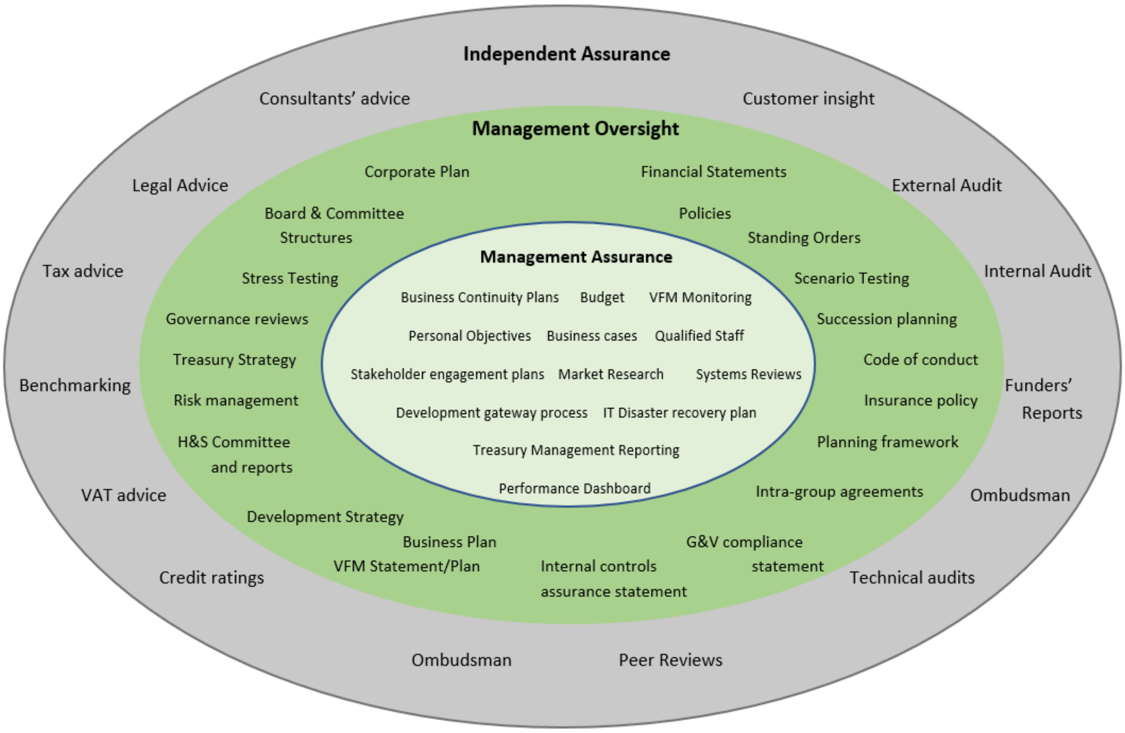
Golden Rules

The Group has a number of golden rules that will ensure its financial strength can be maintained. These rules act as early warning indicators for any issues. The rules are noted below.

RISKS AND UNCERTAINTIES (continued)

Golden Rules		2024/2025 Actual
1.	Forecast interest cover (EBITDA /Interest) will be 1.60 or more for all years of the financial plan.	4.22
2.	Floating/variable interest rate debt will not exceed 30% of the total outstanding debt for the first two years of the financial forecast plan.	9.30%
3.	Funding will be arranged 18 months in advance of need forecast by the approved financial plan.	Yes
4.	The total drawn plus accessible funding will be at least 5% higher than the peak debt.	Yes
5.	There will be sufficient liquidity to cover the next 3 months forecast operating costs.	Yes
6.	Asset cover ratio will be a minimum of 110% for council properties and 130% for other properties.	186%
7.	Housing properties at cost will not exceed 60%.	38%

We have identified the full range of assurance available to the Board in managing risks and the graphic below shows these grouped into Management Assurance methods, Management Oversight and a range of Independent Assurance.



The Audit Committee approves an annual assurance plan that details the assurance to be provided by third parties, some of this takes the form of advice and support, whilst others provide specific outputs which are reported and monitored across the Trust. The assurance plan also details if there is an output from the review and where it will be reported. The Audit Committee is asked to confirm that it is happy with the level of scrutiny given to each assurance report. Any actions arising from any of the assurance reports are managed through the Pentana system, which has been introduced to better manage and monitor internal audit actions.

RISKS AND UNCERTAINTIES (continued)

The Strategic Risk Register risks are rated for their likelihood and impact before and after controls and mitigations are put in place. The risks identified in the Strategic Risk Register are listed below ordered by the risk score before controls:

STRATEGIC RISK REGISTER	Inherent Risk	Mitigation overview	Residual Risk
Health & Safety - Staff and Customers. The risk that an individual is injured as a result of insufficient H&S controls and monitoring at any Peaks & Plains site - offices, stock or development causing an individual to be injured or a breach in compliance relating to a downgrade.		The Group has ongoing monitoring of all asset compliance and H&S KPIs, along with strong policies and procedures. Training is provided at all levels on a regular basis. There is a comprehensive H&S committee structure in place and regular site audits are undertaken.	
Environmental, risk that the business is not minimising its impact on the environment and will fail to meet Board and government targets. Leading to possibility of being unable to allocate empty properties that do not meet the required EPC standard.		The Group now has SAP ratings for 100% of its stock. The Board approved an environmental strategy in July 2024.	
Stock investment: Stock is not managed and maintained, Housing Quality is not maintained leading to a breach of decency standards; high voids and reputational damage. Also increased disrepair claims.		The Group holds results for 99% of its stock, all of which is less than seven years old, carries out a rolling stock condition of 20% each year, and its staff are trained to detect issues. The Group has effective procurement and contract management, and the annual programme of investment is mapped against a Decent Homes report to ensure any properties coming out of decency are included in the programme of work.	
Key change to the political, social or economic environment, leading to an impact on rental income, costs and salaries, putting pressure on loan covenants, or impacting pension liabilities.		The Trust uses the golden rules as early indicators of potential impact. The Business Plan also uses prudent assumptions and is stress tested for extreme scenarios. The Trust also has a significant amount of debt on fixed rates of interest. There is regular reporting on material costs to identify areas of concern.	
Poor data governance leads to a loss or disclosure of essential or sensitive data.		Training is provided to all staff around data protection, internet security and phishing, the business case process includes data protection impact. Data sharing agreements with suppliers indemnify the Group from external breaches. In addition the Group has policies for Data Protection and information security.	

RISKS AND UNCERTAINTIES (continued)

STRATEGIC RISK REGISTER	Inherent Risk	Mitigation overview	Residual Risk
Adverse economic climate impacting on customers' ability to pay their rent. Risk of significantly reduced income caused by the continued roll out of universal credit.		The Group use its Golden Rules as an early warning, and a significant amount of funding is fixed reducing the impact of any changes in interest. The potential impact has been stress tested in the business plan and a mitigation plan established.	
Should the Trust fail to listen effectively to customers views (e.g., complaints, satisfaction surveys, engagement events and other feedback), we will lose opportunities to improve services and increase customer satisfaction.		The Board approved the Customer Voice Strategy in Sept 2022, which included the review of the Group's resident involvement groups and new groups have now been established.	
That we are unable to maintain or increase property numbers, causing issues with refinancing and the building of communities.		Housing properties at cost has been set as a golden rule and is monitored by the Board. We have a fully funded development plan and we sensitivity test the number of Right to Buys in our Business Plan.	

The risks comprise the Board's assessment of risks that could affect the business, which has been informed by the Regulator's 2024 Sector Risk Profile report.

Currently the Group is aware that there are some areas on its Strategic Risk Register where the risk is not within its appetite level. The Board is working with the Executive team to properly address these issues and further strengthen its risk and control framework. All risks where the residual risk is above the risk appetite have had actions identified and these are included on all reports to the Board and Audit Committee.

FINANCIAL PERFORMANCE

We are reporting a surplus for the year of £6.8m (2023/2024: £5.4m). Our financial performance has exceeded our lenders' covenants and has exceeded the results of the budget and the forecast.

The table below summarises the overall results of the Group:

	2025 £000s	2024 £000s
Turnover	36,782	32,009
Operating costs and cost of sales	(26,063)	(22,764)
Operating surplus	**10,719**	**9,245**
Operating surplus % of Turnover	***29.14%***	***28.88%***
Net interest charges	(3,888)	(3,834)
Surplus for the year before tax	**6,831**	**5,411**
Taxation	(19)	(20)
Total Surplus for the Year*	**6,812**	**5,391**

**before actuarial gain/(loss) on pension scheme*

FINANCIAL PERFORMANCE (continued)

Turnover has seen an increase from 2024 of £4.8m. Rental income has increased by £3.3m from 2023/2024. This is due to the rental increase of 7.7%, relets and new properties. Shared ownerships sales for 2024/2025 are £1.1m higher than 2023/2024, due to the timeline of the development programme. Additional income has been received from service charge recovery and non-social housing activities. Operating cost and cost of sales have seen an increase of £3.3m. £825k of this is attributable to the increase in cost of sales which is relative to the increase in shared ownership sales. A further £1m is attributable to increase depreciation and impairment charges this year. The remainder is an increase in repair costs. During 2024/2025 there has been £1.1m spend on fire remedial works, in addition to £201k of capitalised fire safety works. Net interest charges have seen an increase from 2024. Whilst there has been a reduction of 0.1% in the margin applied to the Barclays fixed loans which has reduced the Trust's interest payable, there has also been a reduction in the cash reserves which has reduced the amount of interest received during the year.

The detailed results for the year are set out in the financial statements on pages 35-84.

Capital structure
Borrowings at 31 March 2025 were £107.5m (2023/2024: £107.5m). This is detailed in the table below.

	2025		2024	
	Available facility £m	**Drawn £m**	**Available facility £m**	**Drawn £m**
Barclays Loan Facility	65.0	35.0	65.0	35.0
Barclays Overdraft Facility	0.5	-	0.5	-
Aviva	72.5	72.5	72.5	72.5
Total facilities	**138.0**	**107.5**	**138.0**	**107.5**

The Barclays loan facility is £65m. This includes a revolving credit facility (RCF) of £30m. There is £25m on fixed rates of between 6.27% and 6.60%, and a further £10m on a variable rate linked to SONIA with a margin of 1.35%. At 31 March 2025, the RCF has not yet been drawn on.

The Aviva loan facility of £72.5m, comprises of 3 tranches:

- Tranche A £25m senior secured notes, coupon rate 4.2%, settlement date 7 July 2022, due 2042;
- Tranche B £20m senior secured notes, coupon rate 4.81%, settlement date 7 July 2023, due 2048; and
- Tranche C £27.5m senior secured notes, coupon rate 4.72%, settlement date 7 July 2022, due 2052.

At 31 March 2025, all tranches were drawn.

The overdraft facility is used to manage very short-term cash flow and was not used during the year.

At 31 March 2025, £97.5m of the total drawn borrowings of £107.5m have interest rates fixed for longer than 12 months. This means only 9.30% (2023/2024: 9.30%) of the debt is exposed to short term interest rate increases, meeting our Golden Rule standard of less than 30% being exposed.

In the financial statements, debt is at amortised cost adjusted to take account of known future increases in interest costs. As at 31 March 2025, this adjustment increases the value of the debt drawn to £108.5m (2023/2024: £109m).

Cash flows
Cash inflows and outflows for the year under review are set out in the Statement of Cash Flows on pages 40-41.

During the year net cash of £15.9m (2023/2024: £14.2m) was generated from operating activities.

FINANCIAL PERFORMANCE (Continued)

Future Developments

The Board has approved the Business Plan for 2025/2026 onwards and the development programme included in the plan provides for a mix of tenures and types of properties. The base plan includes committed sites, proposed sites that are known, and have been or are in the process of being appraised for feasibility and spend for unknown sites. There are four committed schemes within the plan, which are 22.82% of the development programme expenditure, this totals £18.7m. Overall, we are planning to invest £81.9m by the end of 2030 in the development of 354 new homes.

The Trust has invested £16.2m in new affordable homes during the year. Grants of £3.9m have been received from Homes England, the remaining costs have been funded through surpluses.

Liquidity

The Group's long term policy is not to hold significant cash balances but to have loan facilities in place to fund future requirements. The Group has a revolving credit facility to complement its fixed loans and enable more flexibility in liquidity to follow the preferred policy of keeping cash balances low. In July 2023 the final tranche of the Aviva loan was drawn of £20m. Due to the drawdown and delays in the anticipated development programme the Trust had surplus funds which have been placed in high interest deposit accounts during the year.

Loan covenants

The Group is required to comply with a number of covenants set by its lenders. The covenants are interest cover, asset cover and housing properties at cost. The interest cover within the Barclays loan agreement has an adjusted operating surplus of earnings before interest, tax, depreciation and amortisation (EBITDA) for the years 2024/2025 through to 2028/2029 after which is will revert back to an interest cover of covenant of an adjusted operating surplus of earnings before interest, tax, depreciation and amortisation with the deduction of major repairs (EBITDA MRI). The Aviva loan agreement has an adjusted operating surplus of EBITDA only for the term of the loan.

Pension arrangements

During the year, the Trust participated in three pension schemes, all with the Social Housing Pension Scheme (SHPS).

On 22 February 2022, the Trust entered a Deferred Debt Agreement (DDA) with Cheshire Pension Fund starting from 1 April 2022. The DDA enabled the Trust to close future pension build up in the Cheshire Pension Fund without triggering a cessation debt, and instead remain 'on risk'. The expiry date was set as 15 years after the start date, or an alternative date as agreed by the Trust and the Cheshire Pension Fund.

Significant movements in financial markets since 1 April 2022 drastically improved the funding position of the Cheshire Pension Fund. This improvement enabled the Trust to agree an earlier end date to the DDA, without any exit debt being paid to the Cheshire Pension Fund. The agreed exit date was 31 December 2023 and the accounts show a nil balance closing position at this date. The Trust has no further funding obligations to the Cheshire Pension Fund.

The SHPS schemes are in deficit by £311k (2023/2024: £751k) under Section 28 FRS 102 in the balance sheet. Note 27 refers.

Two of the SHPS schemes are defined benefit schemes, which are a multi-employer schemes and the Trust accounts for its obligation on a defined benefit basis.

The SHPS 60th Defined Benefit schemes were no longer offered to staff joining the Trust after July 2019. Colleagues who joined before this date were given 12 months to join these schemes.

From July 2019 a new Social Housing Pension Scheme defined benefits CARE 80th scheme was opened to all staff.

The other SHPS scheme is a Defined Contribution scheme that is used as the auto enrolment option when no other option is selected.

At the end of March 2022, the Trust closed all of its defined benefit schemes to future accrual. The Trust currently has 90% of the eligible staff enrolled in its pension scheme.

FINANCIAL PERFORMANCE (continued)

TREASURY POLICIES AND OBJECTIVES

The Trust has a formal Treasury Management Policy, which is reviewed and agreed by the Board every year. The purpose and role of the policy is to establish the framework within which the Trust seeks to protect and control risk and exposure in respect of its borrowings and cash holdings.

The Trust only uses hedging instruments, embedded within the loan agreement, to fix variable rate debt.

The Trust borrows in Sterling and so does not have any currency risk.

Surpluses are invested in financial institutions according to rules that have been approved by the Board. During 2018/2019 the Trust entered into a deposit agreement with Link Treasury Services to receive and facilitate the placement of surplus funds with a deposit bank as instructed by the Trust. This service is still in place and at 31 March 2025 there was £7m placed via this facility, £4m with National Bank of Canada, and £3m with Mitsubishi UFJ, on one and two month fixed term deposits, earning interest rates of 4.44% and 4.52%.

VALUE FOR MONEY STATEMENT

In January 2023, following extensive consultation with customers and other stakeholders, the Board approved a new five-year corporate plan for 2023-2028 that clearly articulates the Group's objectives:

1. To be a great landlord.
2. To be a resilient organisation.
3. To create great places to live.

The Value for Money (VfM) test in relation to these objectives is how many homes we can build whilst delivering great services at costs that are optimum for our agreed level of service.

We also have a clear understanding that continuing to invest in our homes and making our services more efficient, while also maintaining quality, is essential to protecting our financial returns. Protecting our financial position enables us to deliver more new homes.

The Board monitors a range of Value for Money targets that are linked to the delivery of our Corporate Objectives. Some of these are monitored on a regular basis against a target, whilst others are reported annually as part of the sector scorecard results.

VALUE FOR MONEY STATEMENT (Continued)

BOARD MEASURED VfM INDICATORS	2023/24 Results	2024/25 Results	2024/25 Target
Rent Collection %	**100.4%**	**99.83%**	**99.77%**
Unpaid rent represents lost value and impacts surpluses, only by maintaining high levels of rent collection can the Group deliver against its corporate plan.			
Re-Investment %	**13.19%**	**15.30%**	**20.67%**
One of the Regulator's VFM metric this shows how much we are putting back into our current homes.			
New Home Completions	**34**	**60**	**50**
Other ways we measure to make sure we are delivering new homes to help improve more lives.			
Average responsive repair costs	**£138**	**£161**	**£170**
Average planned repair costs	**£582**	**£618**	**£575**
Average gas job cost	**£80**	**£84**	**£107**
Average standard void cost	**£2,307**	**£2,838**	**£2,300**
Average improvement void cost	**£7,027**	**£8,476**	**£5,500**
The Group has introduced measures to understand the cost of the repairs and maintenance functions, ensuring we deliver a value for money service this enables us to deliver against all of our strategic objectives. The Trust recognises that it needs to review the way in which it manages empty properties and to prepares them for relet in order to improve performance. It has set up a project team to fully understand and address the issues			
Asset performance against NPV	**£6,877**	**£6,877**	**n/a**
The Group use the Social Housing Asset Performance Evaluation (SHAPE) model to measure the average asset performance for the Trust, to ensure optimal benefit is derived from its assets.			
Occupancy %	**98%**	**99.9%**	**n/a**
Occupancy rates demonstrate how efficient the Group is at turning around void (untenanted or empty) properties and at sustaining existing tenancies. Traditionally, landlords have measured this activity through vacancy rates and void rent loss. This measure provides a more positive perspective; looking at the number of homes occupied.			
Average days to pay	**28**	**26**	**30**
Average days to pay supplier invoices measures the effectiveness of the Group's resources, processes and supplier relationships.			

Our approach to VfM

The Board has an approved approach to VfM, as detailed in its Value for Money & Social Value Strategy, updated and approved by the Board in November 2024, reflecting the requirements of the Value for Money Standard issued by the Regulator of Social Housing. In its Strategy the Board recognises that 'VfM is a golden thread that runs through the Trust's corporate strategy, and the Board recognises the need to continue to improve value for money throughout the organisation, in order to deliver against our corporate objectives'.

For the Group, VfM is about being effective in how we plan, manage and operate our business. It means making the best use of the resources available to us to provide safe, quality homes in our communities backed by high quality services and support.

VALUE FOR MONEY STATEMENT (Continued)

Taking account of the Group’s current position and the VfM strategic goal, the VfM and Social Value objectives of the Group are to:

- Deliver more affordable and social rented homes which are energy efficient and help to create sustainable communities, where necessary, we will also develop other tenures in order to support this.
- Ensure that the value of our assets and costs relating to them are well understood and that decisions for investment take both into account. Our approach will detail plans for improving the net present value of our stock portfolio through investment, divestment or tenure change.
- Ensure procurement is planned effectively to secure cost savings and/or better services and that social value is considered from the outset, promoting the use of local businesses.
- Maintain and deliver against a register of service improvement plan actions, to identify and generate VfM.
- Direct resources balanced between frontline services, maintaining existing assets and providing new homes.
- Embed a VfM culture throughout the organisation. We recognise our people are vital to our success as an organisation and to our ability and deliver VfM across the Trust (Bright Ideas and VfM submissions).
- Enhance tenant engagement in our Value for Money strategy by integrating customer voice and leveraging customer data to increase awareness, understanding, and drive improvements in The Trust's Value for Money and social value approach whilst maintaining customer satisfaction levels.
- Strengthen our approach to job costing in our repairs and maintenance services to ensure it is robust and enables us to target savings.
- Look to increase digital choice and digitalised services in order to deliver improved operational efficiency for our customers, whilst recognising that digital access will not suit everyone and a range of access methods will always be available.
- Invest in commercial activity in order to generate a return, to fund further investment in the services we provide to our customers.
- Continue to develop partnerships with local authorities, businesses and VCSEs (voluntary, community and social enterprises) to collaborate on and deliver social value.
- Support in the promotion and growth of local skills and employment working with local schools and increasing opportunities for apprenticeships.
- Working with our customers, contractors and local partners to encourage healthier, safer and more resilient communities, supporting our most vulnerable and isolated people.
- Greater transparency around VfM and Social Value – demonstrating value to customers and stakeholders with clear reporting across the organisation, including the reporting of Environmental, Social and Governance performance of the Trust.

The Group’s 2023-2028 strategic plan clearly articulates the Group’s strategic objectives. The Trust’s values include “We are customer focused but business minded”. This means we take pride in our homes and our work, and we give our customers the service and value for money we'd expect ourselves. We always try to do more with less.

A combined Asset Management and Development Strategy was approved by Board in November 2023. The vision of the strategy is *to provide safe modern homes, (new and existing) which are attractive to current and future residents, are energy efficient and well maintained.* Key to delivering this vision is our approach to maintaining our asset data to inform new build, acquisition and investment and maintain and monitoring our compliance activity. The Trust uses its asset performance evaluation model to support how we measure performance of our homes both financially and in relation to our neighbourhoods.

One of the key aims of the Asset Management and Development Strategy is to “Deliver investment and repairs efficiently and provide value for money for residents and the Trust, identify opportunity for in house delivery where appropriate and demonstrating value for money”

A three-year delivery plan was also approved to monitor progress against the objectives within the Strategy which is monitored by the Executive Team and progress reported to Board through the Investment Report. A number of these actions have been completed which has involved looking at procurement and monitoring of contracts, assessment of existing stock and future development plans.

VALUE FOR MONEY STATEMENT (Continued)

The regulatory and economic environment continues to change and provide challenges with increasing focus on building and fire safety, damp and mould and a new approach to regulation of the Consumer Standards being introduced by the Regulator of Social Housing, all of which are set against the context of increasing costs.

The Procurement Strategy was revised and approved in November 2023. The purpose of the strategy includes the delivery of quality goods and services with value for money outcomes. The strategy also incorporated a new objective, to prepare for and implement any changes following the Procurement Bill receiving Royal Assent and becoming the Procurement Act 2023, this has included the procurement team passing the eLearning training provided by the Cabinet Office through the Government Commercial College portal, creating new procurement procedures and rolling out training to all staff involved in procurement. The Procurement Team have continued to stay up to date with the rollout of the Act and subsequent legislation through dialogue with the northwest Communities of Practice group and the Housing sector's single point of contact assigned by the Cabinet Office. This strategy and the supporting policy and procedures has driven strong behaviours around procurement allowing us to achieve VfM. Through a combination of direct procurement and the use of frameworks we have reviewed and procured new contracts across the Group to optimise VfM in relation to cost and quality. Work has continued across the Group to strengthen contract management to drive value for money from contractors and optimise performance in this key regulatory area.

The adoption of the Board suite of KPIs is the tool used by the Board to monitor delivery of these objectives. These, together with the VfM metrics required by the Regulator, provides the evidence base as to the delivery or otherwise of VfM. The metrics are regularly reported to Board as part of the Group's financial reporting.

In agreeing the Board's suite of KPIs, the Board ensures that the KPIs chosen indicate delivery of VfM. In part this may be achieved with the help of benchmarked information from benchmarking groups and other housing associations. Good VfM outcomes are achieved by a combination of top quartile results for outcomes and lowest quartile for costs. The ambition of the targets being set, the rigour in which performance against them is monitored and the way they compare with others will all impact on our VfM delivery.

Key Board decisions with VfM implications are informed by an impact summary included in each Board report. The Board is encouraged to challenge that there has been a rigorous option appraisal taking sufficient account of costs and outcomes.

To help the Group deliver further VfM savings a VfM steering group has been set up, the terms of reference for the group include, but are not limited to:

- To monitor progress against the VfM Strategy.
- Triage "Bright Ideas" and provide challenge and monitor the implementation of them.
- Undertake performance benchmarking of the regulators VFM metrics.
- Undertake the annual self-assessment against the VFM standard and report to Board.
- Consider internal audit reports relevant to VFM.
- To set and recommend to Board, targets for VFM across the business.

At the end of January 2021, the VfM steering group rolled out a staff suggestion scheme "Bright Ideas" to encourage all staff to work more efficiently, effectively and economically. The steering group continue to monitor these suggestions, and report on savings that may crystallise. Some suggestions can be implemented easily whilst others are added to our project programme for future delivery. During 2024/2025 51 new ideas were received from staff members, and since the staff suggestion scheme was rolled out 25 ideas have been or are currently being implemented. At 31 March 2025 here are also 21 ideas that were still being reviewed by the relevant operational manager and monitored for progress by the steering group.

The Trust's staff are also encouraged to submit value for money savings and efficiencies. During 2024/2025 £400k (2023/2024 - £59k) of saving and efficiencies were submitted from all areas across the Trust. £171k was saved as a result of funding received from Cheshire East. This was received as part of the Afghan resettlement scheme to part fund refurbishment of 3 void properties for use in the scheme. The 2024/2025 property insurance renewal was expected to have a 280% uplift on rented stock. Following discussions with Zurich they did not apply the full uplift. This along with changes in coverage to other insurance lines resulted in a £124k cost avoidance.

VALUE FOR MONEY STATEMENT (Continued)

Part of the Group's approach to VfM is our culture of financial prudency; whether that be our salary structure based on median benchmarked spot salaries or the assumptions used in our business planning model. As part of the Trust's 2023-2028 Corporate Plan, under 'Be a Resilient Organisation', the Trust committed to have the right resources in the right places. During the year reviews have been taken across various teams including Finance, Neighbourhoods, Community Safety and Sustainment and more recently Assets and Compliance. The Trust has also established a cost savings group which is made up of the Executive Team and other senior leaders. This group is looking to identify cost savings and is taking an area by area approach to doing this. Part of the approach is to "spend to save" with the recruitment of a quantity surveyor and also further project staff planned in order to help the Trust deliver year on year savings.

VfM Metrics – performance

	2024 Sector (>1,000 units)	2024 Peer Group	2024 Group	2025 Group	2025 Group	2026 Group	2027 Group	2028 Group
	Median	Median	Actual	Budget	Actual	Budget	Budget	Budget
Metric 1 – Reinvestment %	7.70%	9.70%	13.19%	20.67%	15.26%	15.02%	10.44%	15.52%
Metric 2 – New supply delivered %								
A. New supply delivered (Social housing units)	1.40%	1.00%	0.46%	0.30%	1.13%	0.21%	0.51%	0.00%
B. New supply delivered (Non-social housing units)	0.20%	0.00%	0.15%	0.00%	0.00%	0.00%	0.11%	0.11%
Metric 3 – Gearing %	45.60%	42.00%	48.85%	56.00%	50.12%	55.00%	51.00%	56.00%
Metric 4 – Earnings Before Interest, Tax, Depreciation, Amortisation, Major Repairs Included (EBITDA MRI) Interest Cover %	122%	137%	105.23%	52.00%	135.16%	29.82%	50.88%	35.95%
Metric 5 – Headline social housing cost per unit (£'000)	5.14	4.81	5.07	5.63	5.43	6.45	6.59	7.01
Metric 6 – Operating Margin %								
A. Operating Margin (social housing lettings only)	20.40%	21.80%	25.84%	18.13%	27.41%	21.23%	23.39%	22.47%
B. Operating Margin (overall)	18.50%	18.60%	26.50%	19.65%	28.72%	20.86%	22.95%	23.91%
Metric 7 – Return on capital employed (ROCE)	2.80%	3.30%	4.65%	3.50%	5.14%	3.59%	4.09%	3.60%

The Group is pleased to report our results against the Regulator's VfM Metrics. We have compared our performance for the year with our performance last year and also with the housing sector average and a peer group of 12 other similar sized North West registered providers; the figures have been calculated from the 'Global Accounts' published on the Regulator's website.

VALUE FOR MONEY STATEMENT (Continued)

Metric 1: '**Reinvestment %**' this measure looks at the investment in properties (existing stock as well as new supply) as a percentage of the value of total properties held. This helps to demonstrate that the Group is putting its finances to good use by maintaining and improving stock as well as adding to the asset base. The Group's result for the year is lower than a target of 20.67%. This equates to approx. £10m worth of capital spend and is due to the delays in the development programme (£9m) during the year and also rectification works not completed within the investment programme (£1m). The result however is above the average for sector demonstrating the Trusts commitment to investing in both new and existing stock.

Metric 2: **'New supply delivered'** shows the number of new housing units developed or acquired (excluding any acquired from other providers) in the year as a proportion of the units held at the end of the year. The Group have delivered 60 units in the year, all of which have been social units. This is below the sector average for 2024 but is above the peer group average. It is also above the target set for the Group for 2024/2025 due to two sites completing just prior to the end of the year which was earlier than expected.

Metric 3: '**Gearing'** measures the ratio of debt to assets using a concept that is similar to mortgage lenders' loan to value ratio. If the result is low, this could indicate that the Group has capacity to leverage its existing assets to provide funds for development or new services. A high ratio could indicate that the Group has taken on too much borrowing, which could put its assets at risk. The Group has a gearing ratio which is higher than both the sector and peer group averages; this reflects the borrowing which has been entered into in order to increase the development programme.

Metric 4: '**EBITDA MRI Interest cover %'** is an approximation of cash generated. The fact that the peer group median is higher than the sector median, although they are lower on operating margin, suggests that either their interest payments are significantly lower or that they are spending less on major repairs. The amount spent by any association on major repairs will depend on where it is in its investment cycle. The Group has a slightly lower result than the peer group and higher than the sector for 2024/2025 however this is based on the updated metric calculation which now takes into account capitalised major works grant. If the grant was excluded we would be below both the sector and peer group averages, however we are investing considerably more on our existing stock than our peer group which averages at £1,419 per unit compared to the Groups £2,296 per unit.

Metric 5: **'Headline social housing cost per unit'** this measure uses components from the Group's financial statements to create a social housing cost figure. This is divided by the number of social properties owned and/or managed by the Group for a cost per unit figure that is comparable between different organisations. The Groups cost per unit is higher than 2024 which is reflective of the increase in capitalised major repairs spend of £1.6m compared to 2023. This is due to energy efficiency works being delivered under the Social Housing Decarbonisation Fund (SHDF) Wave 2 Funding.

Metric 7: **'ROCE'** shows how well the Group is using both its capital and debt to generate a financial return. It is a commonly used ratio to assess the efficient investment of capital resources. It can be influenced by the nature of the organisation's property portfolio (e.g. balance between market and social rent, age of stock, historic debt, basis of valuation). The Group's ROCE for the current financial year exceeds both the sector and peer group averages.

Social Value

Social Value refers to the broader benefits and positive impacts that the Group's activities bring to society and the community we serve, beyond direct financial gains. It provides an understanding of value in terms of considering how we can improve the economic, social and environmental wellbeing of an area through the services that we either deliver or procure.

VALUE FOR MONEY STATEMENT (Continued)

In 2024/25, we continued our commitment to supporting local communities, enhancing customer well-being, and fostering social value through a variety of initiatives.

Community Events and Engagement

- Our team attended several local events, including the Macc Pride Picnic, MaccPride Parade, Hurdsfest, Hope Central Fun Day, and the Ageing Well Roadshow, strengthening our connections with the community.
- We recognise the importance of space for community activities and provide local groups with premises at peppercorn rent, including: Weston Community Hub, The Green in the Corner, ROAR, Chelford Hub, Cre8, and MyCWA.

Easter 2024

- Over 1,400 Easter eggs were delivered to community groups, and 250 to older customers, supporting local charities like Cre8, Weston Community Hub, Cheshire Without Abuse, and Silklife Foodbank.

Christmas 2024

- In December, staff spread festive cheer by delivering gifts such as chocolates and children's books to customers, supported by donations from our suppliers.

Clean-Up Initiatives

- Staff participated in community clean-ups, including the Chapel Court gardens and Moss Rose area, in partnership with our suppliers, in removing litter and improving outdoor spaces.

Supply Chain Social Value

- We have 16 active supply chain contracts delivering social value, such as food vouchers, volunteering, work experience, training opportunities, and donations. In-house, we contributed 266 hours of volunteering.

Work Experience and Education

- Our work experience program supported seven students across various teams, including Customer Voice & Communications, Finance, Gas, and Electrics. We also provided mock interviews for a local high school students and supported the Prince's Trust.

Future Plans

The Value for Money strategy was reviewed during 2024/2025, involving consultation with customers, staff and the Board, and was combined with Social Value to create a Value for Money & Social Value strategy. During 2025/2026 teams have a service improvement plan to deliver, the Trust will be looking to strengthen its approach to job costing in repairs and maintenance services, and the cost savings group will continue to look at cost savings and is taking an area by area approach to doing this. Work also continues to embed the VfM culture throughout the organisation with all employees having a VfM objective within their annual performance development plan (PDP).

Statement of compliance
In preparing this Strategic Report, the Board has followed the principles set out in the Statement of Recommended Practice (SORP) Accounting by Registered Social Housing Providers 2018.

The strategic report was approved by the Board on 29th July 2025 and signed on its behalf by:

Jane McCall

Jane McCall
Chair

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CHESHIRE PEAKS & PLAINS HOUSING TRUST LIMITED

Opinion

We have audited the financial statements of Cheshire Peaks & Plains Housing Trust Limited (the 'parent association') and its subsidiary (the 'group') for the year ended 31 March 2025 which comprise the Group and the parent association's Statements of Comprehensive Income, the Group and the parent association's Statements of Changes in Reserves, the Group and the parent association's Statements of Financial Position, the Group Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The Board is responsible for the other information. The other information comprises the information included in the Board Report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CHESHIRE PEAKS & PLAINS HOUSING TRUST LIMITED (continued)

Matters on which we are required to report by exception

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

- the parent association has not kept proper books of account; or
- a satisfactory system of control over transactions has not been maintained; or
- the financial statements are not in agreement with the books of account; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the Board

As explained more fully in the Statement of the Board's responsibilities set out on page 9, the Board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the group's and the parent association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intends to liquidate the group or the parent 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.

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

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

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CHESHIRE PEAKS & PLAINS HOUSING TRUST LIMITED (continued)

Identifying and assessing potential risks related to irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we considered the following:

- the nature of the industry and sector, control environment and business performance;
- the association's own assessment of the risks that irregularities may occur either as a result of fraud or error;
- the results of our enquiries of management and members of the Board of their own identification of and assessment of the risks of irregularities;
- any matters we identified having obtained and reviewed the association's documentation of their policies and procedures relating to:
    - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
    - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
    - the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations; and
    - the matters discussed among the audit engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in the following areas:

(i) The presentation of the association's Statement of Financial Activities, (ii) the association's accounting policy for revenue recognition (iii) the overstatement of salary and other costs. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

We also obtained an understanding of the legal and regulatory framework that the association operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the UK Companies Act and the Statement of Recommended Practice for registered social housing providers issued by the joint SORP making body .

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the association's ability to operate or to avoid a material penalty.

Audit response to risks identified

Our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with relevant laws and regulations described above as having a direct effect on the financial statements;
- enquiring of management and members of the Board concerning actual and potential litigation and claims;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance and reviewing correspondence with relevant authorities where matters identified were significant;
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CHESHIRE PEAKS & PLAINS HOUSING TRUST LIMITED (continued)

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of the audit report

This report is made solely to the association's members as a body in accordance with Part 7 of the Co-operative and Community Benefit Societies Act 2014 and Chapter 4 of Part 2 of the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the association's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the association and the association's members as a body for our audit work, for this report, or for the opinions we have formed.

Mitchell Charlesworth (Audit) Limited

Mitchell Charlesworth (Audit) Limited
Statutory Auditors

14th Floor
The Plaza
Old Hall St
Liverpool
L3 9QJ

Date: 29th July 2025

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2025 – GROUP

	Note	2025 £'000s	2024 £'000s
TURNOVER	3	36,782	32,009
Cost of sales	3	(1,703)	(815)
Operating costs	3	(24,519)	(22,710)
Movement in fair value of investment properties	3	(16)	99
Surplus on sale of fixed assets - housing properties	3	175	662
OPERATING SURPLUS		**10,719**	**9,245**
Interest receivable	7	999	1,428
Interest payable and other financing costs			
- Loan interest	8	(4,726)	(5,108)
- Non utilisation fees	8	(129)	(129)
- Pension interest costs	8	(32)	(25)
SURPLUS BEFORE TAX		**6,831**	**5,411**
Taxation	11	(19)	(20)
SURPLUS FOR THE YEAR		**6,812**	**5,391**
Actuarial (loss)/gain in respect of pension schemes	27	254	80
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		**7,066**	**5,471**

The consolidated results relate wholly to continuing activities. The accompanying notes form part of these financial statements.

The financial statements were authorised and approved by the Board on 29th July 2025.

Jane McCall **Chair**	**Guy Johnson** **Board Member**	**Jennifer Hayball** **Secretary**

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2025 – TRUST

	Note	2025 £'000s	2024 £'000s
TURNOVER	3	36,821	32,021
Cost of sales	3	(1,703)	(815)
Operating costs	3	(24,510)	(22,702)
Movement in fair value of investment properties	3	(16)	99
Surplus on sale of fixed assets - housing properties	3	175	662
OPERATING SURPLUS		**10,767**	**9,265**
Interest receivable	7	999	1,428
Interest payable and other financing costs			
- Loan interest	8	(4,726)	(5,108)
- Non utilisation fees	8	(129)	(129)
- Pension interest costs	8	(32)	(25)
SURPLUS BEFORE TAX		**6,879**	**5,431**
Taxation	11	(19)	(20)
SURPLUS FOR THE YEAR		**6,860**	**5,411**
Actuarial (loss)/gain in respect of pension schemes	27	254	80
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		**7,114**	**5,491**

The association's results relate wholly to continuing activities. The accompanying notes form part of these financial statements.

The financial statements were approved by the Board on 29th July 2025.

Jane McCall

Jane McCall
Chair

Guy Johnson
Board Member

JHayball

Jennifer Hayball
Secretary

STATEMENT OF CHANGES IN RESERVES AS AT 31 MARCH 2025

	Note	GROUP Income and expenditure reserve £'000s	TRUST Income and expenditure reserve £'000s
Balance at 31 March 2023	29	**65,216**	**65,297**
Surplus for the year		5,391	5,411
Actuarial gains on defined benefit pension scheme		80	80
Balance at 31 March 2024		**70,687**	**70,788**
Surplus for the year		6,812	6,860
Actuarial gains on defined benefit pension scheme		254	254
Balance at 31 March 2025		**77,753**	**77,902**

The accompanying notes form part of these financial statements.

CHESHIRE PEAKS & PLAINS HOUSING TRUST LIMITED
COMMUNITY BENEFIT SOCIETY REGISTRATION NO: 7528
STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2025 - GROUP

	Note	2025 £'000s	2024 £'000s
FIXED ASSETS			
Tangible fixed assets – housing properties	12	183,942	162,272
Other tangible fixed assets	13	2,087	2,239
Intangible fixed assets	14	-	-
Investment properties	15	12,326	11,105
Investment	16	7	7
		198,362	**175,623**
CURRENT ASSETS			
Properties held for sale	19	2,560	1,327
Trade and other debtors	20	2,076	1,658
Cash and cash equivalents	18	16,082	29,135
		20,718	**32,120**
CREDITORS: Amounts falling due within one year	21	**(10,483)**	**(8,851)**
NET CURRENT ASSETS/(LIABILITIES)		**10,235**	**23,269**
TOTAL ASSETS LESS CURRENT LIABILITIES		**208,597**	**198,892**
CREDITORS: Amounts falling due after more than one year	22	**(130,232)**	**(126,753)**
PROVISIONS FOR LIABILITIES			
Defined benefit pension liability	27	(311)	(751)
Other provisions	28	(301)	(701)
TOTAL NET ASSETS		**77,753**	**70,687**
RESERVES			
Income and expenditure reserve	29	77,753	70,687
TOTAL RESERVES		**77,753**	**70,687**

The accompanying notes form part of these financial statements.

The financial statements were issued and approved by the Board on 29th July 2025.

Jane McCall

Jane McCall
Chair

Guy Johnson
Board Member

Jennifer Hayball
Secretary

CHESHIRE PEAKS & PLAINS HOUSING TRUST LIMITED
COMMUNITY BENEFIT SOCIETY REGISTRATION NO: 7528
STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2025 - TRUST

	Note	2025 £'000s	2024 £'000s
FIXED ASSETS			
Tangible fixed assets – housing properties	12	184,119	162,377
Other tangible fixed assets	13	2,087	2,239
Intangible fixed assets	14	-	-
Investment properties	15	12,326	11,105
Investment	16	7	7
		198,539	**175,728**
CURRENT ASSETS			
Properties held for sale	19	2,560	1,327
Trade and other debtors	20	2,110	1,668
Cash and cash equivalents	18	16,013	29,118
		20,683	**32,113**
CREDITORS: Amounts falling due within one year	21	**(10,476)**	**(8,848)**
NET CURRENT ASSETS/(LIABILITIES)		**10,207**	**23,265**
TOTAL ASSETS LESS CURRENT LIABILITIES		**208,746**	**198,993**
CREDITORS: Amounts falling due after more than one year	22	**(130,232)**	**(126,753)**
PROVISIONS FOR LIABILITIES			
Defined benefit pension liability	27	(311)	(751)
Other provisions	28	(301)	(701)
TOTAL NET ASSETS		**77,902**	**70,788**
RESERVES			
Income and expenditure reserve	29	77,902	70,788
TOTAL RESERVES		**77,902**	**70,788**

The accompanying notes form part of these financial statements.

The financial statements were issued and approved by the Board on 29th July 2025.

Jane McCall

Jane McCall
Chair

Guy Johnson
Board Member

JHayball

Jennifer Hayball
Secretary

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2025 - GROUP

	Note	2025 £'000s	2024 £'000s
Net cash generated from operating activities	30	**15,890**	**14,170**
Cash flow from investing activities			
Purchase and refurbishment of tangible fixed assets – housing properties		(29,075)	(21,939)
Purchase of other tangible fixed assets		(233)	(29)
Proceeds on sale of fixed assets		331	1,098
Grants received		3,886	6,501
Interest received		1,063	1,122
Net cash (used in)/from investing activities		**(24,028)**	**(13,247)**
Cash flow from financing activities			
Interest paid		(4,915)	(4,999)
New secured loans		-	20,000
Repayment of borrowings		-	-
Net cash (used in)/from financing activities		**(4,915)**	**15,001**
Net change in cash and cash equivalents		**(13,053)**	**15,924**
Cash and cash equivalents at beginning of the year		**29,135**	**13,211**
Cash and cash equivalents at end of the year	18	**16,082**	**29,135**

The accompanying notes form part of these financial statements.

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2025 - TRUST

	Note	2025 £'000s	2024 £'000s
Net cash generated from operating activities	30	**15,910**	**14,182**
Cash flow from investing activities			
Purchase and refurbishment of tangible fixed assets – housing properties		(29,147)	(21,965)
Purchase of other tangible fixed assets		(233)	(29)
Proceeds on sale of fixed assets		331	1,098
Grants received		3,886	6,501
Interest received		1,063	1,122
Net cash (used in)/from investing activities		**(24,100)**	**(13,273)**
Cash flow from financing activities			
Interest paid		(4,915)	(4,999)
New secured loans		-	20,000
Repayment of borrowings		-	-
Net cash (used in)/from financing activities		**(4,915)**	**15,001**
Net change in cash and cash equivalents		**(13,105)**	**15,910**
Cash and cash equivalents at beginning of the year		**29,118**	**13,208**
Cash and cash equivalents at end of the year	18	**16,013**	**29,118**

The accompanying notes form part of these financial statements.

1. LEGAL STATUS

The Trust is registered under the Co-operative and Community Benefits Society Act 2014 and is a Registered Provider of Social Housing. The registered office is Ropewalks, Newton Street, Macclesfield, Cheshire SK11 6QJ.

The Trust has an investment of one share in Peaks & Plains Devco Limited and one share in Peaks & Plains Tradeco Limited, which are both 100% subsidiaries of the Trust at 31 March 2025. Peaks & Plains Devco Limited commenced trading in October 2019 and is a registered company which develops new housing for sale to the group. Separate accounts have been produced for this subsidiary. Peaks & Plains Tradeco Limited has remained dormant during the financial year, and accounts have been produced to reflect this.

2. ACCOUNTING POLICIES

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 Cheshire Peaks & Plains Housing Trust Limited includes the Co-operative 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 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

The accounts are prepared under the historical cost basis except for the modification to a fair value basis for certain financial instruments and investment properties as specified in the accounting policies below. 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.

The financial statements are presented in Sterling (£).

The Trust is a public benefit entity in accordance with FRS102.

The Trust prepares consolidated accounts since Peaks & Plains Devco Limited began trading in October 2019. The other subsidiary, Peaks & Plains Tradeco Limited, remains dormant.

Disclosure exemptions

In preparing the separate financial statements of the Trust, 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 Trust would be identical;
- disclosures in respect of the Trust's financial instruments have not been presented as equivalent disclosures have been provided in respect of the Group as a whole; and
- no disclosure has been given for the aggregate remuneration of the key management personnel of the Trust as their remuneration is included in the totals for the Group as a whole.

Going concern

The Group's business activities, its current financial position and factors likely to affect its future development are set out within the Strategic Report. The Group has in place long-term debt facilities (£138m) that will provide adequate resources to finance committed reinvestment and development programmes, along with the Group's day to day operations. The Group also has a long-term Business Plan that shows that it can service these debt facilities whilst continuing to comply with lenders' covenants for the next 30 years. From 1 April 2024 the Barclays loan agreement was amended to an interest cover with an adjusted operating surplus of EBITDA only for five years to 2030, a move away from the previous adjusted operating surplus of EBITDA MRI. This creates significantly more headroom for the Trust, allowing us to invest in our properties appropriately.

2. ACCOUNTING POLICIES (CONTINUED)

An assessment of the impact on our financial capacity was undertaken as part of the 30 year Business Plan review. Stress tests were conducted, that were linked to the Trust's Strategic Risk Register – these included multi-variant testing around economic collapse; the test showed that this would break the Business Plan when the interest cover covenant reverts backs to EBITDA MRI , but the Trust has mitigations in place that can address the issues. This demonstrated that the financial impact could be managed within the approved Business Plan and that we have sufficient liquidity to manage the risks. The Group has been compliant with loan covenants throughout the period and remains compliant based on the revised forecasts noted above.

After making enquiries, the Board has a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future, being a period of at least 12 months after the date on which the report and financial statements are signed. For this reason, it continues to adopt the going concern basis in the financial statements.

Significant judgements and estimates

Preparation of the financial statements requires management to make significant judgements and estimates. The following are the significant management judgements made in applying the accounting policies of the Trust that have the most significant effect on the financial statements.

Impairment
With regard to development sites the Trust has estimated the recoverable amount of our housing properties and compared the carrying amount to the recoverable amount to determine if an impairment loss has occurred. Based on this assessment, we calculated the Depreciated Replacement Cost (DRC) of each social housing property scheme, using appropriate construction costs and land prices. Comparing this to the carrying amount of each scheme, there was no impairment of social housing properties.

For sites where development work has not commenced and schemes are still being devised that may or may not be for social housing purposes an independent valuation of each site was undertaken and compared to the value held on the balance sheet. Three future development sites were valued with one of these sites valued at less than the current Net Book Value (NBV), however the additional costs incurred will add to the value of the site once it developed and therefore there is no impairment charge.

The office block is held partly as an investment property. The independent valuation was lower than the previous valuation and as such this has created an impairment on the investment of £317k. There was also a further £181k impairment of the other market rent and commercial properties.

Classification of loans as basic
The Group has a number of loans with Barclays Bank which have a 'two-way break clause' which is applicable where the loan is repaid early and could result in a break cost or a break gain. The loans in question are fixed rate loans. In a prepayment scenario that results in a break gain, the loan agreement provides for the repayment of the capital at par. Any break gain payable by the lender would be in relation to future interest periods only.

Management have considered the terms of the loan agreements and concluded that they meet the definition of a basic financial instrument, as defined by the SORP, therefore are held at amortised cost.

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

Legal claim
The legal claim provision of £301k has been provided for using expert knowledge in the area to provide an accurate measurement of expected future costs. Note 28 provides more detail.

2. ACCOUNTING POLICIES (CONTINUED)

Significant Judgements and estimates (Continued)

Revaluation of investment properties
The Group carries its investment property at fair value, with changes in fair value being recognised in the statement of comprehensive income. The Trust engages independent valuation specialists to determine the fair value at each year-end. The valuer uses a valuation technique based on an open market basis. The determined fair value of the investment property is most sensitive to the estimated yield as well as the long term vacancy rate. The key assumptions used to determine the fair value of investment property are further explained in note 15.

The Group classifies investment properties as those built and held for future commercial purpose and not for social purpose. Where a site or property has been purchased with the intention of it being redeveloped in the future, o include affordable housing, it will be held in work in progress in housing properties until the works have been undertaken.

Useful lives of depreciable assets
The management reviews its estimate of the useful lives of depreciable assets at each reporting date based on the expected utility of the assets. Uncertainties in these estimates relate to technological obsolescence that may change the utility of certain software and IT equipment and changes to decent homes standards which may require more frequent replacement of key components. Accumulated depreciation at 31 March 2025 was £72.1m. The carrying amount of the housing properties was £183.9m.

Defined benefit obligation (DBO)
Management's estimate of the DBO is based on a number of critical underlying assumptions such as standard rates of inflation, mortality, discount rate and anticipation of future salary increases. Variation in these assumptions may significantly impact the DBO amount and the annual defined benefit expenses (as analysed in Note 27). At 31 March 2025 a DBO of the Social Housing Pension Scheme (SHPS) of £3.4m has been recognised and an accounting deficit of £311k. In making their estimate of the DBO, management have also considered the impact of the McCloud judgement on the LGPS liability and the impact is included as at 31 March 2025.

There is no DBO or deficit recognised for the Cheshire Pension Fund following the exit from the DDA agreement at 31 December 2023.

Basis of consolidation
The Group accounts consolidate the accounts of the association and all its subsidiaries at 31 March 2025 using the purchase method.

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

The results of subsidiaries acquired or disposed of during the year are included in total comprehensive income from the effective date of acquisition and up to the effective date of disposal, as appropriate, using accounting policies consistent with those of the parent. All intra-group transactions, balances, income and expenses are eliminated in full on consolidation.

Turnover and Revenue recognition
Income is measured at the fair value of the consideration received or receivable. Turnover represents rental and service charge income receivable in year (net of void losses), income from shared ownership first tranche sales and other services included at the invoiced value (excluding VAT where recoverable) of goods and services supplied in the year and grants receivable in the year.

Development Rental Income
Rental income is recognised from the point when properties under development reach practical completion and are formally let.

First tranche sales
Income from first tranche sales and sales of properties built for sale is recognised at the point of legal completion of the sale.

2. ACCOUNTING POLICIES (CONTINUED)

Turnover and Revenue recognition (continued)

Service Charges
Service charge income is recognised in the period to which it relates, net of losses from voids. The Group adopts the variable method for calculating and charging service charges to its tenants and leaseholders. Expenditure is recorded when a service is provided and charged to the relevant service charge account. Income is recorded based on the estimated amounts chargeable.

Sinking Funds
Sinking funds are monies held on behalf of leaseholders for future major repairs; they are recorded in creditors in the balance sheet and the monies are held in separate bank accounts

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.

Other Income is recognised as receivable on the delivery of services provided.

Current and deferred taxation
The tax expense for the period comprises current and deferred tax. Tax is recognised in the statement of comprehensive income, 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 recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the company's subsidiaries operate and generate taxable income.

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; and
- where timing differences relate to interests in subsidiaries, associates, branches 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 VAT on some of its income and is able to recover part of the VAT it incurs on expenditure. The financial statements include VAT to the extent that it is suffered by the Group and not recoverable from HM Revenue and Customs. The balance of VAT payable or recoverable at the year-end date is included as a current liability or asset.

Interest payable
Interest payable on borrowings is charged to the statement of comprehensive income net of any interest capitalised to development schemes in the year in which it is incurred.

2. ACCOUNTING POLICIES (CONTINUED)

Interest payable (continued)

Interest is capitalised on borrowings to finance the development of qualifying assets to the extent that it accrues in respect of the period of development if it represents:

a) interest on borrowings specifically financing the development programme after deduction of related grants received in advance; or
b) a fair amount of interest on borrowings of the association as a whole after deduction of Grant received in advance to the extent that they can be deemed to be financing the development programme.

Loans, investments and short term deposits
All loans, investments and short term deposits held by the Group meet the definition of basic financial instruments as described in FRS102. These instruments are initially recorded at transaction price less any transaction costs (historical cost).

They are subsequently measured at amortised cost using the effective interest rate method, less any impairment losses. Loans and investments that are payable or receivable within one year are not discounted.

Pension costs
The Group participates in both the defined benefit and defined contribution sections of the Social Housing Pension Scheme (SHPS). The Group was previously in the Cheshire Pension Fund before it exited this Fund at 31st December 2023.

A defined contribution plan is a post-employment benefit plan under which the Group pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are shown as an operating expense in the surplus for the year during which the services are rendered by employees.

The difference between the fair value of the assets held and the scheme's defined benefit obligation (DBO) measured on an actuarial basis using the projected unit method are recognised in the Group's balance sheet as a pension asset or liability as appropriate. The carrying value of any resulting pension scheme asset is restricted to the extent that the Group is able to recover the surplus either through reduced contributions in the future or through refunds from the scheme.

Current service cost and costs from settlements and curtailments and past service costs are charged against operating profit. Past service costs are spread over the period until the benefit increases. Interest on the scheme liabilities and the expected return on scheme assets are included net in other finance costs. Actuarial gains and losses are reported in other comprehensive income.

The Group's employees ceased to accrue new benefits in the defined benefit section of SHPS from 31 March 2022. Instead, these employees were able to join the defined contributions section of SHPS. The Group remains responsible for funding benefits accrued until 31 March 2022. In addition, some employees maintain a link to final pensionable salary for accrued benefits while employed by the Group. As no new benefits are accruing, the service cost from 2022/2023 onwards will be zero (except any scheme expenses not accounted for elsewhere).

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

Holiday pay accrual
A liability is recognised to the extent of any unused holiday pay entitlement that has accrued at the balance sheet date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the balance sheet date.

Termination benefits
Termination benefits are recognised as an expense when the Group is demonstrably committed, without realistic possibility of withdrawal to a formal detailed plan to terminate employment.

2. ACCOUNTING POLICIES (CONTINUED)

Depreciation of Housing Properties (Continued)
Assets in the course of 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.

Housing properties are split between the structure and the major components that require periodic replacement. The costs of replacement or restoration of these components are capitalised and depreciated over the determined average useful economic life on a straight-line basis as follows:

Housing Properties

Structure - New Build	100 years	Structure - Transfer Stock	60 years
Lifts	30 years	Roofs	50 years
Electrical systems	30 years	Windows & Doors	30 years
Kitchen	20 years	Bathroom	30 years
Heating & Boilers	15 years	Energy Efficiency	20 years
Programme Fees	10 years	Environmental	10 years
Other	5 years	Freehold land is not depreciated.	

Any difference between the historical annual depreciation charge and the annual depreciation charge on assets carried at deemed cost is transferred to the revaluation reserve for the asset concerned until that reserve is depleted

Depreciation methods, useful lives and residual values are reviewed if there is an indication of a significant change since the last reporting date in the pattern by which the group expects to consume an asset’s future economic benefit.

Shared ownership properties and staircasing
Under low cost home ownership arrangements, the Group disposes of a long lease on low cost home ownership housing units for a share ranging between 25% and 75% of value. The Buyer has the right to purchase further proportions up to 100% based on the market valuation of the property at the time each purchase transaction is completed.

Low cost home ownership properties are split proportionately 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 proceeds included in turnover. The remaining element, "staircasing element", is classed as Fixed Assets – Housing Properties and included in completed housing property at cost less depreciation and any provision for impairment. Sales of subsequent tranches are treated as a part disposal of property and included in operating surplus. Such staircasing sales may result in capital grant being deferred or abated and any abatement is credited in the sale account in arriving at the surplus or deficit.

For shared ownership accommodation that the Group is responsible for, it is the Group’s policy to maintain them in a continuous state of sound repair. Maintenance of other shared ownership properties is the responsibility of the shared owner. Any impairment in the value of such properties is charged to the Statement of Comprehensive Income.

Allocation of costs for mixed tenure and shared ownership 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 the appropriateness for each scheme.

Other tangible fixed assets
Other tangible fixed assets, other than investment properties, are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The group adds to the carrying amount of an item of fixed assets the cost of replacing part of such an item when that cost is incurred if the replacement part is expected to provide incremental future benefits to the group. The carrying amount of the replaced part is derecognised. Repairs and maintenance are charged to profit or loss during the period in which they are incurred.

When a property ceases to meet the definition of an investment property the deemed cost for subsequent accounting as property, plant and equipment shall be its fair value at the date of change in use.

2. ACCOUNTING POLICIES (CONTINUED)

Depreciation of other tangible fixed assets

Land is not depreciated. Depreciation on other assets is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method. The estimated useful lives range as follows:

The principal estimated useful economic lives used for other fixed assets are:

Fixtures & Fittings	15 years	Computer and office equipment	3 years
Plant, Machinery and Vehicles	3 years	Freehold/leasehold properties	40 years

Depreciation of other tangible fixed assets (continued)

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

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.

An option appraisal is carried out to determine the option which produces the highest net realisable value. Valuations on rental return or potential sale proceeds are obtained and used to inform the options.

The Group looks at the net realisable value, under the options available, when considering the recoverable amount for the purposes of impairment assessment. 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. No properties have been valued at VIU-SP.

The Group defines cash generating units as schemes except where its schemes are not sufficiently large enough in size or where it is geographically sensible to group schemes into larger cash generating units. 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.

Investment properties

Investment properties consist of commercial properties and other properties not held for the social benefit or for use in the business. Investment properties are measured at cost on initial recognition and subsequently at fair value as at the year end, with changes in fair value recognised in income and expenditure.

Investments

Investments in unlisted company shares, which have been classified as fixed asset investments as the Group intends to hold them on a continuing basis, are re-measured to market value at each balance sheet date. Gains and losses on re-measurement are recognised in the statement of comprehensive income for the period. The Group holds shares in the Gawsworth Community shop, which is classed as a community investment.

Government grants

Government grants include grants receivable from Homes England (and its predecessor bodies), local authorities and other government organisations. Government grants received for housing properties are carried as deferred income in the balance sheet and released to the income and expenditure account on a systematic basis over the useful economic lives of the asset for which it was received using the accrual model set out in FRS 102 and the Housing SORP 2018.

For shared ownership properties the UEL is determined by reference to the average time period for shared ownership properties to be fully staircased.

Where a social housing grant (SHG) funded property is sold, the grant becomes recyclable and is transferred to a recycled capital grant fund until it is reinvested in a replacement property. 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 income and expenditure account.

2. ACCOUNTING POLICIES (CONTINUED)

Government grants (continued)
Grants relating to revenue are recognised in income and expenditure over the same period as the expenditure to which they relate once performance related conditions have been met. Grants due from government organisations or received in advance are included as current assets or liabilities.

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

Recycled Capital Grant Fund
The RCGF is an internal fund within the accounts used to recycle historic grant following relevant events outlined in the Recovery Determination, a legal document setting out Homes England's principles for the recovery of grant. Balances accrued within this fund will have interest applied and be spent in accordance with Homes England Guidance. The existing balance at year end will be carried forward as a liability until spent or repaid if not spent within a three-year period.

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

Stock (Properties held for Sale)
Stock represents work in progress and completed shared ownership properties where the value held as stock is the estimated cost to be sold as a first tranche.

Stock is stated at the lower of cost and net realisable value. Cost comprises materials, direct labour, capitalised interest and direct development overheads. Net realisable value is based on estimated sales proceeds after allowing for all further costs to completion and selling costs.

An assessment of net realisable value is made at each reporting date. When a write-down is required it is immediately recognised in the statement of consolidated income.

On disposal, sales proceeds are included in turnover and the cost of sales including costs incurred in the development of the properties, marketing and other incidental costs are included in cost of sales.

Debtors
Short term debtors, including tenant arrears, are measured at transaction price less a provision for amounts considered unlikely to be received.

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

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

Cash and cash equivalents
Cash is represented by cash in hand and deposits with financial institutions repayable without penalty upon notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

Loans
As of 1 January 2022, most LIBOR rate setting has been terminated. Any loans indexed to LIBOR previously should, for future periods be indexed to SONIA. PPHT amended all loans from LIBOR to SONIA in the year ending 31 March 2023.

2. ACCOUNTING POLICIES (CONTINUED)

Leased Assets Lessee
Where assets are financed by leasing agreements that give rights approximately to ownership (finance leases), the assets are treated as if they have been purchased outright. The amount capitalised is the present value of the minimum lease payments payable over the term of the lease. The corresponding leasing commitments are shown as amounts payable to the lessor. Depreciation on the relevant assets is charged to profit or loss over the shorter of estimated useful economic life and the term of the lease.

Lease payments are analysed between capital and interest components so that the interest element of the payment is charged to profit or loss over the term of the lease and is calculated so that it represents a constant proportion of the balance of capital repayments outstanding. The capital part reduces the amounts payable to the lessor.

All other leases are treated as operating leases. Their annual rentals are charged to profit or loss on a straight-line basis over the term of the lease.

Rentals payable under operating leases are charged to the income and expenditure account on a straight-line basis over the lease term, unless the rental payments are structured to increase in line with expected general inflation, in which case the Trust recognises annual rent expense equal to amounts owed to the lessor.

Any lease incentives received are recognised over the term of the lease as an integral part of the total lease expense.

Leasehold Sinking Funds
Unexpended amounts collected from leaseholders for major repairs on leasehold schemes and any interest received are included in creditors.

Provisions for liabilities
Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event; it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation.

Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value using a pre-tax discount rate. The unwinding of the discount is recognised as finance cost in profit or loss in the period it arises.

Contingent liabilities
A contingent liability is recognised 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.

A contingent liability exists on grant repayment that is dependent on the disposal of related property.

3. PARTICULARS OF TURNOVER, COST OF SALES, OPERATING COSTS AND OPERATING SURPLUSES – GROUP

	Turnover	Surplus on sale	Fair value movement	Cost of sales	Operating costs	Operating surplus
	2025	2025	2025	2025	2025	2025
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Social housing lettings	33,336	-	-	-	(24,201)	9,135
Other social housing activities						
First tranche low cost home ownership sales	1,402	-	-	(1,079)	-	323
Support Services	21	-	-	-	(7)	14
Surplus on sale of fixed assets - housing properties (Note 6)	-	175	-	-	-	175
Movement in fair value of investment properties (Note 15)	-	-	(16)	-	-	(16)
Other	294	-	-	-	(311)	(17)
	35,053	**175**	**(16)**	**(1,079)**	**(24,519)**	**9,614**
Non-social housing activities						
Other	1,729	-	-	(624)	-	1,105
Total	**36,782**	**175**	**(16)**	**(1,703)**	**(24,519)**	**10,719**

3. PARTICULARS OF TURNOVER, COST OF SALES, OPERATING COSTS AND OPERATING SURPLUSES – GROUP (continued)

	Turnover	Surplus on sale	Fair value movement	Cost of sales	Operating costs	Operating surplus
	2024	**2024**	**2024**	**2024**	**2024**	**2024**
	£'000s	**£'000s**	**£'000s**	**£'000s**	**£'000s**	**£'000s**
Social housing lettings	30,361	-	-	-	(22,514)	7,847
Other social housing activities						
First tranche low cost home ownership sales	297	-	-	(254)	-	43
Support Services	23	-	-	-	(17)	6
Surplus on sale of fixed assets - housing properties (Note 6)	-	662	-	-	-	662
Movement in fair value of investment properties (Note 15)	-	-	99	-	-	99
Other	212	-	-	-	(179)	33
	30,893	**662**	**99**	**(254)**	**(22,710)**	**8,690**
Non-social housing activities						
Other	1,116	-	-	(561)	-	555
Total	**32,009**	**662**	**99**	**(815)**	**(22,710)**	**9,245**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 March 2025 (continued)

3. PARTICULARS OF TURNOVER, COST OF SALES, OPERATING COSTS AND OPERATING SURPLUSES – TRUST (continued)

	Turnover	Surplus on sale	Fair value movement	Cost of sales	Operating costs	Operating surplus
	2025	**2025**	**2025**	**2025**	**2025**	**2025**
	£'000s	**£'000s**	**£'000s**	**£'000s**	**£'000s**	**£'000s**
Social housing lettings	33,336	-	-	-	(24,201)	9,135
Other social housing activities						
First tranche low cost home ownership sales	1,402	-	-	(1,079)	-	323
Support Services	21	-	-	-	(7)	14
Surplus on sale of fixed assets - housing properties (Note 6)	-	175	-	-	-	175
Movement in fair value of investment properties (Note 15)	-	-	(16)	-	-	(16)
Other	297	-	-	-	(302)	(5)
	35,056	**175**	**(16)**	**(1,079)**	**(24,510)**	**9,626**
Non-social housing activities						
Other	1,765	-	-	(624)	-	1,141
Total	**36,821**	**175**	**(16)**	**(1,703)**	**(24,510)**	**10,767**

3. PARTICULARS OF TURNOVER, COST OF SALES, OPERATING COSTS AND OPERATING SURPLUSES – TRUST (continued)

	Turnover	Surplus on sale	Fair value movement	Cost of sales	Operating costs	Operating surplus
	2024	**2024**	**2024**	**2024**	**2024**	**2024**
	£'000s	**£'000s**	**£'000s**	**£'000s**	**£'000s**	**£'000s**
Social housing lettings	30,361	-	-	-	(22,514)	7,847
Other social housing activities						
First tranche low cost home ownership sales	297	-	-	(254)	-	43
Support Services	23	-	-	-	(17)	6
Surplus on sale of fixed assets - housing properties (Note 6)	-	662	-	-	-	662
Movement in fair value of investment properties (Note 15)	-	-	99	-	-	99
Other	212	-	-	-	(171)	41
	30,893	**662**	**99**	**(254)**	**(22,702)**	**8,698**
Non-social housing activities						
Other	1,128	-	-	(561)	-	567
Total	**32,021**	**662**	**99**	**(815)**	**(22,702)**	**9,265**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 March 2025 (continued)

3. PARTICULARS OF TURNOVER, COST OF SALES, OPERATING COSTS AND OPERATING SURPLUSES – GROUP (continued)

	General needs 2025 £'000s	Supported housing & housing for older people 2025 £'000s	Low cost home ownership 2025 £'000s	31 March 2025 £'000s	31 March 2024 £'000s
Rent receivable net of identifiable service charges	25,241	6,442	483	32,166	29,372
Service charge income	427	441	86	954	847
Amortised government grants	216	-	-	216	142
Net rental income from social housing lettings	**25,884**	**6,883**	**569**	**33,336**	**30,361**
Management	(5,167)	(1,294)	(97)	(6,558)	(7,315)
Service costs	(675)	(706)	(137)	(1,518)	(1,209)
Routine maintenance	(4,056)	(1,168)	-	(5,224)	(4,300)
Planned maintenance	(2,442)	(704)	-	(3,146)	(3,044)
Major Repairs	(818)	(235)	-	(1,053)	(1,098)
Bad debts	(140)	(35)	(3)	(178)	(91)
Accelerated depreciation of housing properties	(603)	(173)	-	(776)	(251)
Depreciation of housing properties	(4,038)	(1,163)	(139)	(5,340)	(5,206)
Impairment charge	(408)	-	-	(408)	-
Operating costs on social housing lettings	**(18,347)**	**(5,478)**	**(376)**	**(24,201)**	**(22,514)**
Operating surplus on social housing lettings	**7,537**	**1,405**	**193**	**9,135**	**7,847**
Void losses	373	149	-	522	500

3. PARTICULARS OF INCOME AND EXPENDITURE FROM SOCIAL HOUSING LETTINGS – TRUST (continued)

	General needs 2025 £'000s	Supported housing & housing for older people 2025 £'000s	Low cost home ownership 2025 £'000s	31 March 2025 £'000s	31 March 2024 £'000s
Rent receivable net of identifiable service charges	25,241	6,442	483	32,166	29,372
Service charge income	427	441	86	954	847
Amortised government grants	216	-	-	216	142
Net rental income from social housing lettings	**25,884**	**6,883**	**569**	**33,336**	**30,361**
Management	(5,167)	(1,294)	(97)	(6,558)	(7,315)
Service costs	(675)	(706)	(137)	(1,518)	(1,209)
Routine maintenance	(4,056)	(1,168)	-	(5,224)	(4,300)
Planned maintenance	(2,442)	(704)	-	(3,146)	(3,044)
Major Repairs	(818)	(235)	-	(1,053)	(1,098)
Bad debts	(140)	(35)	(3)	(178)	(91)
Accelerated depreciation of housing properties	(603)	(173)	-	(776)	(251)
Depreciation of housing properties	(4,038)	(1,163)	(139)	(5,340)	(5,206)
Impairment charge	(408)	-	-	(408)	-
Operating costs on social housing lettings	**(18,347)**	**(5,478)**	**(376)**	**(24,201)**	**(22,514)**
Operating surplus on social housing lettings	**7,537**	**1,405**	**193**	**9,135**	**7,847**
Void losses	373	149	-	522	500

4. ACCOMODATION IN MANAGEMENT AND DEVELOPMENT

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

	GROUP No of properties		TRUST No of properties	
Social Housing	**2025**	**2024**	**2025**	**2024**
General Needs - social	2,914	2,923	2,914	2,923
General Needs - affordable	1,061	1,019	1,061	1,019
Supported Housing - social	8	5	8	5
Supported Housing - affordable	-	-	-	-
Housing for older people - social	1,042	1,074	1,042	1,074
Housing for older people - affordable	108	108	108	108
Low cost home ownership	138	121	138	121
Rent to Buy	16	16	16	16
Total Social Housing Units	**5,287**	**5,266**	**5,287**	**5,266**
Non Social - Market Rent	42	41	42	41
Non Social – Other*	29	-	29	-
Total units owned	**5,358**	**5,307**	**5,358**	**5,307**
Accommodation managed for others	55	23	55	23
Total units owned and managed	**5,413**	**5,330**	**5,413**	**5,330**
Accommodation in development at the year end	**116**	**147**	**116**	**147**

*Non Social – Other are 29 units that were a stock purchase in July 2024. On re-let these will be let as affordable housing.

The Group manages 55 homes that are owned by Southway Housing Trust, a registered provider based in South Manchester.

4. ACCOMODATION IN MANAGEMENT AND DEVELOPMENT (CONTINUED)

Reconciliation of unit numbers:

	At 1 April 2024	Units developed or newly built units acquired	Acquired	Units sold	Units demolished	Other movements	At 31 March 2025
General Needs - social	2,923	2	-	(8)	-	(3)	2,914
General Needs - affordable	1,019	42	-	-	-	-	1,061
Supported Housing - social	5	-	-	-	-	3	8
Supported Housing - affordable	-	-	-	-	-	-	-
Housing for older people - social	1,074	-	-	-	(32)	-	1,042
Housing for older people - affordable	108	-	-	-	-	-	108
Low cost home ownership	121	17	-	-	-	-	138
Rent to Buy	16	-	-	-	-	-	16
Total Social Housing Units	**5,266**	**61**	**-**	**(8)**	**(32)**	**-**	**5,287**
Non Social - Market Rent	41	-	1	-	-	-	42
Non Social – Other*	-	-	29	-	-	-	29
Total units owned	**5,307**	**61**	**30**	**(8)**	**(32)**	**-**	**5,358**
Accommodation managed for others	23	-	-	-	-	32	55
Total units owned and managed	**5,330**	**61**	**30**	**(8)**	**(32)**	**32**	**5,413**

5. OPERATING SURPLUS

	GROUP		TRUST	
	2025 £'000s	2024 £'000s	2025 £'000s	2024 £'000s
Surplus on ordinary activities is stated after charging/(crediting):				
Depreciation:				
Housing properties (note 12)	5,340	5,217	5,340	5,217
Accelerated depreciation on disposal of components (note 12)	776	251	776	251
Amortisation of grants	(216)	(142)	(216)	(142)
Other tangible fixed assets (note 13)	229	266	229	266
Impairment of housing properties	408	-	408	-
Operating leases:				
Other equipment	17	13	17	13
Auditor's remuneration (excluding VAT):				
Fees payable to the Association's auditor for the audit of the parent and Group annual financial statements	35	33	35	33
Audit of the accounts of subsidiaries	6	6	-	-
Other assurance services	2	1	2	1
Fees payable to the Association's advisors for other services:				
All taxation advisory services	13	20	13	19

6. SURPLUS ON SALE OF FIXED ASSETS

	GROUP		TRUST	
Housing properties	2025 £'000s	2024 £'000s	2025 £'000s	2024 £'000s
Sale proceeds	1,164	1,416	1,164	1,416
Carrying value of fixed assets	(156)	(435)	(156)	(435)
Incidental sale expenses	(6)	(9)	(6)	(9)
Right to Buy re-imbursement	(827)	(310)	(827)	(310)
Surplus on sale of housing properties	**175**	**662**	**175**	**662**

7. INTEREST RECEIVABLE AND OTHER INCOME

	GROUP		TRUST	
	2025	**2024**	**2025**	**2024**
	£'000s	**£'000s**	**£'000s**	**£'000s**
Income from bank deposits	999	1,217	999	1,217
Defined benefit pension interest	-	211	-	211
	999	**1,428**	**999**	**1,428**

8. INTEREST PAYABLE AND FINANCIAL COSTS

	GROUP		TRUST	
	2025	**2024**	**2025**	**2024**
	£'000s	**£'000s**	**£'000s**	**£'000s**
Loans and bank overdraft	5,416	5,255	5,416	5,255
Non-utilisation fees	129	129	129	129
SHPS interest expense	32	25	32	25
Defined benefit pension charge	-	-	-	-
	5,577	**5,409**	**5,577**	**5,409**
Interest capitalised on construction of housing properties	(690)	(147)	(690)	(147)
	4,887	**5,262**	**4,887**	**5,262**

9. EMPLOYEES

The average monthly number of persons, expressed in full time equivalents (calculated based on a standard working week of 37 hrs):

	GROUP		TRUST	
	2025 No.	**2024 No.**	**2025 No.**	**2024 No.**
Administration	46	47	46	47
Housing	32	30	32	30
Development and maintenance	80	80	80	80
	158	**157**	**158**	**157**

Employee Costs:	**2025 £'000s**	**2024 £'000s**	**2025 £'000s**	**2024 £'000s**
Wages and salaries	6,683	6,280	6,683	6,280
Social security costs	636	587	636	587
Other Pension costs (included in operating costs)	606	788	606	788
	7,925	**7,655**	**7,923**	**7,655**
Restructuring Costs	41	69	41	69

The Trust's employees are members of the Social Housing Pension Scheme (SHPS).

10. DIRECTORS AND SENIOR EXECUTIVE REMUNERATION

The full time equivalent number of staff (including executive directors) whose remuneration payable in relation to the period of account fell within each band of £10,000 from £60,000 upwards. Remuneration includes compensation for loss of office.

10. DIRECTORS AND SENIOR EXECUTIVE REMUNERATION (continued)

	GROUP		TRUST	
	2025 No.	2024 No.	2025 No.	2024 No.
£60,001 to £70,000	8	2	8	2
£70,001 to £80,000	2	3	2	3
£80,001 to £90,000	2	4	2	4
£90,001 to £100,000	3	1	3	1
£100,001 to £110,000	1	-	1	-
£110,001 to £120,000	-	-	-	-
£120,001 to £130,000	-	-	-	-
£130,001 to £140,000	-	1	-	1
£140,001 to £150,000	1	1	1	1
£150,001 to £160,000	1	-	1	-
£160,001 to £170,000	-	-	-	-
£170,001 to £180,000	-	1	-	1
£180,000 to £190,000	1	-	1	-
£190,000 to £200,000	-	-	-	-
	19	**13**	**19**	**13**

Key Management Personnel

The aggregate remuneration for the Executive Management team who are considered to be the key management personnel charged in the year is:

	GROUP		TRUST	
	2025 £'000s	2024 £'000s	2025 £'000s	2024 £'000s
Basic Salary	434	411	434	411
Benefits in kind	-	-	-	-
Total Remuneration	**434**	**411**	**434**	**411**
Social security costs	51	49	51	49
Pension contributions	49	46	49	46
Total cost of key management personnel	**534**	**506**	**534**	**506**

The Chief Executive (CX) was the highest paid employee in 2024/2025. The emoluments of the CX, the highest paid employee in 2024/2025, excluding pension contributions were £165,310 (2024: £156,378). The Trust's CX is a member of the Social Housing Pension Scheme. He is an ordinary member and no enhanced or special terms apply. The Trust does not make any further contributions to an individual pension arrangement for the CX.

10. DIRECTORS AND SENIOR EXECUTIVE REMUNERATION (continued)

The Chair and non-executive board members receive an annual emolument. £67,068 was incurred in the year (2024: £68,949). The total board expenses for the year are £1,400 (2024: £1,029).

Non-Executive Directors	**Remuneration (£)**	**Audit Committee**	**Governance Committee**	**Board**
Jane McCall, Chair	14,598			Chair
Anthony Read	10,264	Chair		✔
Alison Hadden	10,264		Chair	✔
Quentin Guy Johnson	5,702	✔		✔
Shahida Latif-Haider (Co-optee not board Member)	3,522	✔		
Fiona McAuley	6,273		✔	✔
David Blanchard	5,702	✔		✔
Shaun Harley	5,702		✔	
Paul Clennell	5,041			✔ (from May 2024)
Jerry Green	-	✔		✔ (from April 2025)
Phil Pemberton	-		✔	✔ (from April 2025)
Phil Elvy (Co-optee not board Member)	-	✔ (from June 2025)		

11. TAX ON SURPLUS ORDINARY ACTIVITIES

The taxation charge which arises in the Trust included within these financial statements comprises:

	GROUP		TRUST	
	2025 £'000s	**2024 £'000s**	**2025 £'000s**	**2024 £'000s**
Current tax				
UK corporation tax on surplus for year	19	20	19	20
Total current tax	**19**	**20**	**19**	**20**

	2025 £'000s	**2024 £'000s**	**2025 £'000s**	**2024 £'000s**
Total tax reconciliation				
Surplus on ordinary activities before tax	6,834	5,637	6,881	5,657
Theoretical tax at UK corporation tax rate 25% (2024: 25%)	1,709	1,409	1,720	1,414
Effects of:				
Non-taxable income	(1,686)	(1,385)	(1,697)	(1,390)
Remeasurement of deferred tax for changes in tax rates	-	-	-	-
Movement in deferred tax not recognised	(4)	(4)	(4)	(4)
Total taxation charge	**19**	**20**	**19**	**20**

Cheshire Peaks & Plains Housing Trust Limited is an exempt charity with charitable status for tax purposes. As such its main sources of income and gains, received under Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, are exempt from taxation to the extent that they are applied exclusively to its charitable objectives. Non primary trading includes Feed-in-Tariff income received as part of the Trust's renewal energy project. The aggregate current tax relating to items that are recognised as items of other comprehensive income is £19k (2024: £20k).

Peaks & Plains Devco Ltd commenced trading during 2019 - 2020, The aggregate current tax recognised for the period is £nil (2024: £nil) as the subsidiary made a profit which will be paid as gift aid to Peaks and Plains Housing Trust Ltd for 2024/2025.

12. FIXED ASSETS: HOUSING PROPERTIES – GROUP

	Housing properties held for letting £'000s	Housing properties under construction £'000s	Completed Shared Ownership Properties £'000s	Under Construction Shared Ownership Properties £'000s	Total Housing properties £'000s
Cost					
At 1 April 2024	210,595	8,326	9,132	2,156	230,209
New development schemes	-	13,610	-	3,722	17,332
Works to existing properties	11,213	-	-	-	11,213
Impairment	-	(328)	-	-	(328)
Interest capitalised	-	464	-	226	690
Schemes completed	14,012	(14,012)	3,113	(3,113)	-
Transfers	-	-	-	-	-
Property Buybacks	-	-	201	-	201
Transfer to Investment Properties	(1,162)	-	-	-	(1,162)
Disposal of components	(1,868)	-	-	-	(1,868)
Disposals	(232)	-	(25)	-	(257)
At 31 March 2025	**232,558**	**8,060**	**12,421**	**2,991**	**256,030**
Depreciation					
At 1 April 2024	67,339	-	598	-	67,937
Depreciation charged in year	5,160	-	180	-	5,340
Disposal of components	(1,091)	-	-	-	(1,091)
Released on disposal	(96)	-	(2)	-	(98)
At 31 March 2025	**71,312**	**-**	**776**	**-**	**72,088**
Net Book Value					
At 31 March 2025	**161,246**	**8,060**	**11,645**	**2,991**	**183,942**
At 31 March 2024	**143,256**	**8,326**	**8,534**	**2,156**	**162,272**

12. FIXED ASSETS: HOUSING PROPERTIES – Trust (continued)

	Housing properties held for letting £'000s	Housing properties under construction £'000s	Completed Shared Ownership Properties £'000s	Under Construction Shared Ownership Properties £'000s	Total Housing properties £'000s
Cost					
At 1 April 2024	210,595	8,404	9,159	2,156	230,314
New development schemes	-	13,682	-	3,722	17,404
Works to existing properties	11,213	-	-	-	11,213
Impairment	-	(328)	-	-	(328)
Interest capitalised	-	464	-	226	690
Schemes completed	14,012	(14,012)	3,113	(3,113)	-
Transfers		-	-	-	-
Property Buybacks		-	201	-	201
Transfer to Investment Properties	(1,162)	-	-	-	(1,162)
Disposal of components	(1,868)	-	-	-	(1,868)
Disposals	(232)	-	(25)	-	(257)
At 31 March 2025	**232,558**	**8,210**	**12,448**	**2,991**	**256,207**
Depreciation					
At 1 April 2024	67,339	-	598	-	67,937
Depreciation charged in year	5,160	-	180	-	5,340
Disposal of components	(1,091)	-	-	-	(1,091)
Released on disposal	(96)	-	(2)	-	(98)
At 31 March 2025	**71,312**	**-**	**776**	**-**	**72,088**
Net Book Value					
At 31 March 2025	**161,246**	**8,210**	**11,672**	**2,991**	**184,119**
At 31 March 2024	**143,256**	**8,404**	**8,561**	**2,156**	**162,377**

Expenditure on works to existing properties

	GROUP		TRUST	
	2025 £'000s	**2024 £'000s**	**2025 £'000s**	**2024 £'000s**
Amounts capitalised	11,213	9,659	11,213	9,659
Amounts charged to income and expenditure account	9,423	8,442	9,423	8,442
	20,636	**18,101**	**20,636**	**18,101**

12. FIXED ASSETS: HOUSING PROPERTIES – Trust (continued)

Social Housing Assistance

Total accumulated social housing grant received or receivable as 31 March:	GROUP		TRUST	
	2025	**2024**	**2025**	**2024**
	£'000s	**£'000s**	**£'000s**	**£'000s**
Recognised in the Statement of Comprehensive Income	2,324	2,108	2,324	2,108
Held as deferred income	22,099	18,432	22,099	18,432
Total	**24,423**	**20,540**	**24,423**	**20,540**

Housing properties book value net of depreciation

	GROUP		TRUST	
	2025	**2024**	**2025**	**2024**
	£'000s	**£'000s**	**£'000s**	**£'000s**
Freehold land and buildings	183,519	161,842	183,696	161,947
Leasehold land and buildings	423	430	423	430
	183,942	**162,272**	**184,119**	**162,377**

Impairment
The Group considers individual schemes to be separate Cash Generating Units (CGUs) when assessing for impairment, in accordance with the requirements of Financial Reporting 102 and SORP 2018. CGUs were assessed for changes to the operating environment or the asset and as a result social housing properties were impaired.

13. TANGIBLE FIXED ASSETS – OTHER – GROUP

	Freehold and Leasehold properties £'000s	Fixture and fittings £'000s	Computers & Office Equipment £'000s	Total £'000s
Cost				
At 1 April 2024	1,545	1,562	2,629	5,736
Additions	-	-	158	158
Transfer from Investment Properties	-	-	-	-
Disposals	(485)	-	(138)	(623)
At 31 March 2025	**1,060**	**1,562**	**2,649**	**5,271**
Depreciation				
At 1 April 2024	367	644	2,486	3,497
Charged in year	37	97	95	229
Transfer to Investment Properties	-	-	-	-
Released on disposal	(404)	-	(138)	(542)
At 31 March 2025	-	741	2,443	3,184
At 31 March 2025	**1,060**	**821**	**206**	**2,087**
At 31 March 2024	**1,178**	**918**	**143**	**2,239**

In line with FRS 102, when a property ceases to meet the definition of property, plant and equipment, the deemed cost for subsequent accounting as investment property shall be its fair value at the date of change in use.

13. TANGIBLE FIXED ASSETS – OTHER – TRUST (continued)

	Freehold and Leasehold properties £'000s	Fixture and fittings £'000s	Computers & Office Equipment £'000s	Total £'000s
Cost				
At 1 April 2024	1,545	1,562	2,629	5,736
Additions	-	-	158	158
Disposals	(485)	-	(138)	(623)
At 31 March 2025	**1,060**	**1,562**	**2,649**	**5,271**
Depreciation				
At 1 April 2024	367	644	2,486	3,497
Charged in year	37	97	95	229
Released on disposal	(404)	-	(138)	(542)
At 31 March 2025	-	741	2,443	3,184
At 31 March 2025	**1,060**	**821**	**206**	**2,087**
At 31 March 2024	**1,178**	**918**	**143**	**2,239**

In line with FRS 102, when a property ceases to meet the definition of property, plant and equipment, the deemed cost for subsequent accounting as investment property shall be its fair value at the date of change in use.

14. INTANGIBLE FIXED ASSETS: GOODWILL

	GROUP Goodwill £'000s	TRUST Goodwill £'000s
Cost		
As at 1 April 2024 and 31 March 2025	**1,331**	**1,331**
Amortisation		
At 1 April 2024	1,331	1,331
Charge for year	-	-
At 31 March 2025	**-**	**-**
Net book value		
At 31 March 2025	-	-
At 31 March 2024	-	-

14. INTANGIBLE FIXED ASSETS: GOODWILL (continued)

Goodwill of £1,331,000 arose on the stock transfer from Macclesfield Borough Council on 17 July 2006. The Trust applied the transactional relief on adoption of FRS 102, as it took place prior to transition date of 1 April 2014 and therefore has not been restated.

15. INVESTMENT PROPERTIES – COMMERCIAL PROPERTY

	GROUP	TRUST
	2025	**2025**
	£'000s	**£'000s**
At 1 April 2023	**8,711**	**8,711**
Additions	2,295	2,295
Impairment	(117)	(117)
Increase in value	216	216
At 31 March 2024	**11,105**	**11,105**
At 1 April 2024	**11,105**	**11,105**
Additions	1,237	1,237
Impairment	(498)	(498)
Increase in value	482	482
At 31 March 2025	**12,326**	**12,326**

The valuation for Ropewalks as at 31 March 2025 is an independent valuation carried out by Colliers International professional external valuers. The full valuation of properties was undertaken in accordance with the Appraisal and Valuation Manual of the Royal Institute of Chartered Surveyors.

In valuing investment properties, an investment methodology was adopted with key assumptions:

Initial yield	2.60%
Equivalent yield	10.00%
Reversionary	12.34%

The additions in the year relates to works carried out on existing market rent properties and the acquisition of commercial and market rent units as part of a wider stock purchase.

16. INVESTMENT

	GROUP	TRUST
	2025	**2025**
	£'000	**£'000s**
At 1 April 2023	7	7
Addition in year	-	-
At 31 March 2025	**7**	**7**

The Group holds 650 fully paid shares of £10 each in the Gawsworth Community Shop.

17. INVESTMENT IN SUBSIDIARIES

The Trust has an investment of one share (£1) in Peaks & Plains Devco Limited and one share (£1) in Peaks & Plains Tradeco Limited, which are both subsidiaries of the Trust at the end of the year. Peaks & Plains Tradeco is classed as dormant i.e. not trading at the end of the year. Peaks & Plains Devco Limited began trading in 2019. There were transactions between the Trust and Peaks & Plains Devco Limited during the year. The Trust has the right to appoint members to the Boards of the two subsidiaries and therefore exercise control over them.

The Trust is the ultimate parent undertaking. The registered office is the same for all of the group entities.

18. CASH & CASH EQUIVALENTS

	GROUP		TRUST	
	2025	**2024**	**2025**	**2024**
	£'000s	**£'000s**	**£'000s**	**£'000s**
Cash at bank and in hand	6,951	7,010	6,882	6,993
Cash equivalents	9,131	22,125	9,131	22,125
Bank overdraft	-	-	-	-
	16,082	**29,135**	**16,013**	**29,118**

19. PROPERTIES FOR SALE

	GROUP		TRUST	
	2025	**2024**	**2025**	**2024**
Shared Ownership Properties:	**£'000s**	**£'000s**	**£'000s**	**£'000s**
Completed Properties	1,563	296	1,563	296
Work in Progress	997	1,031	997	1,031
	2,560	**1,327**	**2,560**	**1,327**

20. DEBTORS

	GROUP		TRUST	
	2025	**2024**	**2025**	**2024**
	£'000s	**£'000s**	**£'000s**	**£'000s**
Arrears of rent and service charges	758	675	758	675
Less: provision for bad and doubtful debts	(494)	(439)	(494)	(439)
	264	**236**	**264**	**236**
Other debtors	912	504	910	502
Less: bad debt provision for other debtors	(237)	(243)	(237)	(243)
Prepayments and accrued income	1,137	1,161	1,137	1,161
Amounts owed by group undertakings	-	-	36	12
	2,076	**1,658**	**2,110**	**1,668**

21. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	GROUP		TRUST	
	2025	**2024**	**2025**	**2024**
	£'000s	**£'000s**	**£'000s**	**£'000s**
Trade creditors	4,040	4,376	3,916	4,080
Other creditors	1,203	523	1,203	523
Bank Loans	-	-	-	-
Rent and service charges received in advance	625	639	625	639
Amounts owed to group undertakings	-	-	777	559
Other taxation and social security creditors	19	20	19	20
Accruals and deferred income	4,290	3,077	3,630	2,811
Deferred grant income (Note 23)	306	216	306	216
	10,483	**8,851**	**10,476**	**8,848**

22. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	GROUP		TRUST	
	2025	**2024**	**2025**	**2024**
Loans	**£'000s**	**£'000s**	**£'000s**	**£'000s**
Debt (Note 26)	108,269	108,402	108,269	108,402
Deferred grant income (Note 23)	21,793	18,216	21,793	18,216
Recycled Capital Grant Fund (Note 25)	-	46	-	46
Sinking fund (Note 24)	170	89	170	89
	130,232	**126,753**	**130,232**	**126,753**

23. DEFERRED GRANT INCOME

	GROUP		TRUST	
	2025	**2024**	**2025**	**2024**
	£'000s	**£'000s**	**£'000s**	**£'000s**
At 1 April 2024	18,432	11,958	18,432	11,958
Grant received in the year	3,883	6,616	3,883	6,616
Released to income in the year	(216)	(142)	(216)	(142)
At 31 March 2025	**22,099**	**18,432**	**22,099**	**18,432**

	2025	**2024**	**2025**	**2024**
	£'000s	**£'000s**	**£'000s**	**£'000s**
Amounts to be released within one year	306	216	306	216
Amounts to be released in more than one year	21,793	18,216	21,793	18,216
At 31 March 2025	**22,099**	**18,432**	**22,099**	**18,432**

24. SINKING FUND

	GROUP		TRUST	
	2025	**2024**	**2025**	**2024**
	£'000s	**£'000s**	**£'000s**	**£'000s**
At 1 April 2024	89	32	89	32
Sinking Fund Contributions	79	54	79	54
Interest accrued	2	3	2	3
At 31 March 2025	**170**	**89**	**170**	**89**

25. RECYCLED CAPITAL GRANT FUND

	GROUP		TRUST	
	2025	**2024**	**2025**	**2024**
	£'000s	**£'000s**	**£'000s**	**£'000s**
At 1 April 2024	46	137	46	137
Deposits	-	22	-	22
Interest accrued	(2)	2	(2)	2
Withdrawals	(44)	(115)	(44)	(115)
At 31 March 2025	**-**	**46**	**-**	**46**

26. DEBT ANALYSIS

Borrowings

	GROUP		TRUST	
	2025	**2024**	**2025**	**2024**
	£'000s	**£'000s**	**£'000s**	**£'000s**
Due within one year				
Bank Loans	-	-	-	-
Due after more than one year				
Bank Loans	108,269	108,402	108,269	108,402
	108,269	**108,402**	**108,269**	**108,402**

Security
The bank loans are secured by a floating charge over the assets of the Group and by fixed charges on individual properties.

Terms of repayment and interest rates
The principal amount of the housing loans outstanding was £107.5m at 31 March 2025. £72.5m with Aviva is charged interest at a fixed rate (Tranche A 4.20%, Tranche B 4.81%, and Tranche C 4.72%) with final repayments in 2042, 2048 and 2052. Of the £35m loan with Barclays, £25m is on fixed rates between 6.27% and 6.60%. The variable loan of £10m is charged interest at a margin on the variable rate linked to 6 month SONIA.

Refinancing costs of £572k are held offsetting the loan balance and amortised over a 5 year period. The balance at 31 March 2025 was £372k. The remaining difference between the outstanding loan of £107.5m and the carrying value of £108.3m is an adjustment in accordance with FRS 102 to recognise the loans at amortised cost and reflect an effective interest rate over the life of the facilities. The loans are classified as basic and measured at amortised cost using the effective interest rate method.

26. DEBT ANALYSIS (continued)

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

	GROUP		TRUST	
	2025	**2024**	**2025**	**2024**
	£'000s	**£'000s**	**£'000s**	**£'000s**
Within one year or on demand	-	-	-	-
One year or more but less than two years	-	-	-	-
Two years or more but less than five years	-	-	-	-
Five years or more	107,500	107,500	107,500	107,500
Total Loans	**107,500**	**107,500**	**107,500**	**107,500**

In July 2022, the Trust secured new funding through a private placement with Aviva. This funding comprises of 3 tranches detailed below:

- Tranche A £25m senior secured notes, coupon rate 4.20%, settlement rate 7 July 2022, due 2042
- Tranche B £20m senior secured notes, coupon rate 4.81%, settlement date 7 July 2023, due 2048
- Tranche C £27.5m senior secured notes, coupon rate 4.72%, settlement date 7 July 2022, due 2052

The Trust has a RCF facility with Barclays for £30m which is undrawn at year end.

27. PENSION SCHEMES

The Trust participates in one defined benefit pension scheme that was no longer offered to staff from June 2019 and were closed to future accrual by existing staff on 1st April 2022. This scheme 'The Social Housing Pension Scheme (SHPS)', provides benefits based on final pensionable pay. The assets of these schemes are held separately from those of the Trust.

From July 2019 a new Social Housing Pension Scheme defined benefits CARE 80th scheme was opened to all staff. This scheme was closed to both new staff and future accrual by existing staff from 1st April 2022.

A SHPS defined contribution scheme is used as the auto enrolment option when no other option is selected. From 1st April 2024 the SHPS defined contribution scheme is the only one open to existing and future staff.

The Cheshire Fund
The Trust exited this Fund at 31st December 2023, therefore there are no results to report for March 2025 but the results for 2024 are shown below for completeness..

The major assumptions used for the actuarial valuation were as follows:

	GROUP		TRUST	
Principal actuarial assumptions at the balance sheet date	**2025**	**2024**	**2025**	**2024**
(expressed as weighted averages)	**%**	**%**	**%**	**%**
Inflation/pension increase rate	-	2.8%	-	2.8%
Rate of increase in salaries	-	3.5%	-	3.5%
Expected return on asset	-	5.7%	-	5.7%
Discount rate	-	4.55%	-	4.55%

Mortality assumptions
The assumed life expectations on retirement at age 65 are:

	2024-2025		2023-2024	
	Males	**Females**	**Males**	**Females**
Current pensioners	-	-	20.9	24.0
Future pensioners	-	-	22.1	25.7

27. PENSION SCHEMES (CONTINUED)

The amounts recognised in the income and expenditure account are as follows:

	GROUP		TRUST	
	2025	**2024**	**2025**	**2024**
	£'000s	**£'000s**	**£'000s**	**£'000s**
Current service cost	-	-	-	-
Past service cost	-	-	-	-
Amounts charged to operating costs	**-**	**-**	**-**	**-**
Interest income on scheme assets	-	967	-	967
Interest on defined benefit obligation	-	(756)	-	(756)
Amounts credited/(debited) to other finance costs	**-**	**211**	**-**	**211**

The amount included in the balance sheet arising from the Trust's obligations in respect of its defined benefit scheme is as follows:

	GROUP		TRUST	
	2025	**2024**	**2025**	**2024**
	£'000s	**£'000s**	**£'000s**	**£'000s**
Fair value of scheme assets	-	-	-	-
Present value of defined benefit obligations	-	-	-	-
Surplus/(deficit) in the scheme	-	-	-	-
Non-recoverable surplus	-	-	-	-
Net liabilities in the balance sheet	**-**	**-**	**-**	**-**

The Trust ceased participation in the Cheshire Pension Fund on 31st December 2023. The closing balance is nil in recognition of the Trust no longer having any funding obligation with the Fund.

Changes in the present value of the defined benefit obligation are as follows:

	2025	**2024**	**2025**	**2024**
	£'000s	**£'000s**	**£'000s**	**£'000s**
Opening defined benefit obligation	-	21,629	-	21,629
Current service cost	-	-	-	-
Past service cost	-	-	-	-
Effect of settlements	-	(22,032)	-	(22,032)
Interest on pension liabilities	-	756	-	756
Contributions by scheme participants	-	-	-	-
Actuarial (gains)/losses	-	197	-	197
Benefits paid	-	(550)	-	(550)
Closing defined benefit obligation	**-**	**-**	**-**	**-**

27. PENSION SCHEMES (continued)

Changes in the fair value of the scheme assets are as follows:

	GROUP		TRUST	
	2025	2024	2025	2024
	£'000s	£'000s	£'000s	£'000s
Opening fair value of scheme assets	-	27,576	-	27,576
Expected return on scheme assets	-	581	-	581
Effect of settlements	-	(28,574)	-	(28,574)
Interest income on plan assets	-	967	-	967
Contributions by scheme participants	-	-	-	-
Contributions by the employer	-	-	-	-
Actuarial (losses)/gains	-	-	-	-
Benefits paid	-	(550)	-	(550)
Closing fair value of scheme assets	**-**	**-**	**-**	**-**

Actual return on scheme assets

	GROUP		TRUST	
	2025	2024	2025	2024
	%	%	%	%
Cheshire Pension Fund	-	5.7%	-	5.7%

Major categories of plan assets as a percentage of total plan assets

	GROUP		TRUST	
	2025	2024	2025	2024
	%	%	%	%
Equities	-	0%	-	0%
Bonds	-	93%	-	93%
Property	-	0%	-	0%
Cash	-	7%	-	7%

The Social Housing Pension Scheme

The company participates in the Social Housing Pension Scheme (the Scheme), a multi-employer scheme which provides benefits to some 500 non-associated employers. The Scheme is a defined benefit scheme in the UK.

The Scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.
The last completed triennial valuation of the scheme for funding purposes was carried out as at 30 September 2023. This valuation revealed a deficit of £693m. A Recovery Plan has been put in place with the aim of removing this deficit by 31 March 2028.

The Scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the Scheme. Participating employers are legally required to meet their share of the Scheme deficit on an annuity purchase basis on withdrawal from the Scheme.

For accounting purposes, a valuation of the scheme is carried out with an effective date of 30 September each year. The liability figures from this valuation are rolled forward for accounting year-ends from the following 31 March to 28 February inclusive.

27. PENSION SCHEMES (continued)

The latest accounting valuation was carried out with an effective date of 30 September 2024. The liability figures from this valuation were rolled forward for accounting year-ends from the following 31 March 2025 to 28 February 2026 inclusive.

The liabilities are compared, at the relevant accounting date, with the company's fair share of the Scheme's total assets to calculate the company's net deficit or surplus.

Under the defined benefit pension accounting approach, the SHPS net deficit as at 1 April 2024 is £751k and £311k as at 31 March 2025.

The major assumptions used for the actuarial valuation were as follows:

	GROUP		TRUST	
Principal actuarial assumptions at the balance sheet date	**2025**	**2024**	**2025**	**2024**
(expressed as weighted averages)	**%**	**%**	**%**	**%**
Discount rate	6.01%	4.94%	6.01%	4.94%
Inflation (RPI)	2.99%	3.02%	2.99%	3.02%
Inflation (CPI)	2.79%	2.79%	2.79%	2.79%
Salary growth	3.79%	3.79%	3.79%	3.79%

Mortality assumptions
The assumed life expectations on retirement at age 65 are:

	2024-2025		2023-2024	
	Males	**Females**	**Males**	**Females**
Current pensioners	20.5	23.0	20.3	23.0
Future pensioners	21.7	24.5	22	24.4

The amounts recognised in the income and expenditure account are as follows:

	GROUP		TRUST	
	2025	**2024**	**2025**	**2024**
	£'000s	**£'000s**	**£'000s**	**£'000s**
Current service cost	-	-	-	-
Expenses	10	9	10	9
Interest on obligation	32	25	32	25
Defined benefit costs recognised in statement of comprehensive income	**42**	**34**	**42**	**34**

Fair values defined benefit obligation, fair values of assets and defined benefit liability:

	GROUP		TRUST	
	2025	**2024**	**2025**	**2024**
	£'000s	**£'000s**	**£'000s**	**£'000s**
Fair value of scheme assets	3,360	3,120	3,360	3,120
Present value of defined benefit obligations	(3,049)	(3,871)	(3,049)	(3,871)
Deficit in the scheme	(311)	(751)	(311)	(751)
Net liabilities in the balance sheet	**(311)**	**(751)**	**(311)**	**(751)**

27. PENSION SCHEMES (continued)

Changes in the present value of the defined benefit obligation are as follows:

	GROUP		TRUST	
	2025	**2024**	**2025**	**2024**
	£'000s	**£'000s**	**£'000s**	**£'000s**
Opening defined benefit obligation	3,871	3,871	3,871	3,871
Opening obligation adjustment	-	-	-	-
Current service cost	-	-	-	-
Expenses	10	9	10	9
Interest on pension liabilities	191	184	191	184
Contributions by scheme participants				
Actuarial (gains)/losses	(689)	(175)	(689)	(175)
Benefits paid and expenses	(23)	(18)	(23)	(18)
Closing defined benefit obligation	**3,360**	**3,871**	**3,360**	**3,871**

Changes in the fair value of the scheme assets are as follows:

	GROUP		TRUST	
	2025	**2024**	**2025**	**2024**
	£'000s	**£'000s**	**£'000s**	**£'000s**
Opening fair value of scheme assets	3,120	3,243	3,120	3,243
Expected return on scheme assets	159	159	159	159
Contributions by scheme participants	-	-	-	-
Contributions by the employer	246	215	246	215
Actuarial (losses)/gains	(453)	(479)	(453)	(479)
Benefits paid	(23)	(18)	(23)	(18)
Closing fair value of scheme assets	**3,049**	**3,120**	**3,049**	**3,120**

Actual return on scheme assets

	GROUP		TRUST	
	2025	**2024**	**2025**	**2024**
	£'000s	**£'000s**	**£'000s**	**£'000s**
Social Housing Pension Scheme	(294)	(320)	(294)	(320)

Major categories of plan assets as a percentage of total plan assets

	GROUP		TRUST	
	2025	**2024**	**2025**	**2024**
	%	**%**	**%**	**%**
Equities	11%	13%	11%	13%
Bonds	70%	66%	70%	66%
Property	17%	15%	17%	15%
Cash	2%	6%	2%	6%

27. PENSION SCHEMES (continued)

Amounts recognised in the balance sheet

The amounts recognised in the balance sheet are as follows:

	GROUP		TRUST	
	2025	2024	2025	2024
	£'000s	£'000s	£'000s	£'000s
The Social Housing Pension Scheme				
Present value of scheme liabilities	3,360	3,871	3,360	3,871
Fair value of scheme assets	3,049	3,120	3,049	3,120
Net pension liability	**311**	**751**	**311**	**751**

28. OTHER PROVISIONS

	GROUP		TRUST	
	2025	2024	2025	2024
	£'000s	£'000s	£'000s	£'000s
Balance as at 1 April	701	701	701	701
Increase in provision	-	-	-	-
Released in the year	(400)		(400)	
Balance as at 31 March	**301**	**701**	**301**	**701**

The provision above represents a mesothelioma claim relating to an employee that no longer works for the Trust. The former employee passed away in 2023/2024. The employee was exposed to asbestos during his employment with Macclesfield Borough Council and transferred to the Trust in 2006, and as such any employment liability transferred to the Trust also.

The provision has reduced during 2024/2025 due to costs in relation to care no longer required as part of the settlement. Discussions are ongoing to agree the final settlement amount, but this is expected to be paid during the 2025/2026 financial year.

29. RESERVES

Income and expenditure reserve - includes all current, prior period retained surplus and deficits alongside any prior period adjustments.

30. CASH FLOW FROM OPERATING ACTIVITIES

	GROUP		TRUST	
	2025	**2024**	**2025**	**2024**
	£'000s	**£'000s**	**£'000s**	**£'000s**
Surplus for the year	6,812	5,391	6,860	5,411
Adjustments for non-cash items:				
Depreciation and impairment of tangible fixed assets	6,445	5,469	6,445	5,469
Depreciation of other fixed assets	310	346	310	346
(Increase) / Decrease in trade and other debtors	(482)	659	(506)	649
Increase / (Decrease) in trade and other creditors	1,112	149	1,108	151
(Increase) / Decrease in properties held for sale	(1,233)	(1,025)	(1,233)	(1,025)
Tax paid	(1)	20	(1)	20
(Decrease) / Increase in other provisions	(400)	-	(400)	-
Pension costs less contributions payable	(186)	231	(186)	231
Movement in fair value of investment properties	16	(99)	16	(99)
Adjustments for investing or financing activities:				
Net gain on sale of fixed assets	(175)	(662)	(175)	(662)
Government grants utilised in the year	(216)	(142)	(216)	(142)
Interest payable	4,887	5,261	4,887	5,261
Interest receivable	(999)	(1,428)	(999)	(1,428)
Net cash generated from operating activities	**15,890**	**14,170**	**15,910**	**14,182**

Analysis of change in net debt - GROUP

	1st April 2024 £'000s	Cash flows £'000s	Other non-cash movements £'000s	31 March 2025 £'000s
Cash	29,135	(13,053)	-	16,082
Bank loans due less than one year	-	-	-	-
Bank loans due greater than one year	(108,402)	-	133	(108,269)
Total	**(79,267)**	**(13,053)**	**133**	**(92,187)**

Analysis of change in net debt - TRUST

	1st April 2024 £'000s	Cash flows £'000s	Other non-cash movements £'000s	31 March 2025 £'000s
Cash	29,118	(13,105)	-	16,013
Bank loans due less than one year	-	-	-	-
Bank loans due greater than one year	(108,402)	-	133	(108,269)
Total	**(79,284)**	**(13,105)**	**133**	**(92,256)**

31. CAPITAL COMMITMENTS

	GROUP		TRUST	
	2025	2024	2025	2024
	£'000s	£'000s	£'000s	£'000s
Expenditure contracted for but not provided for in the accounts	22,715	30,799	16,292	24,270
Expenditure authorised by the Board, but not contracted	10,541	23,521	4,118	16,701
	33,256	**54,320**	**20,410**	**40,971**

The above commitments will be financed primarily through existing cash surpluses (£16.1m). The Trust also has in place a £30m revolving credit facility with Barclays Bank. Social housing grant (£1.8m) and income from future property sales (£4.8m) is expected over the next 3 years.

32. CONTINGENT ASSETS / LIABILITIES

At 31st March 2025, The Trust has no contingent assets (March 2024: nil).

The Trust receives capital grant from Homes England (and its predecessor bodies), which is used to fund the acquisition and development of housing properties and their components. In certain circumstances, upon disposal of grant funded properties, the Trust is required to recycle this grant by crediting the Recycled Capital Grant Fund.

At 31 March 2025, the Trust had not disposed of any components that had received grant funding. As the timing of any future disposal is uncertain, no provision has been recognised in these financial statements.

The Trust had no other contingent liabilities to disclose at 31 March 2025 (2024: nil).

33. LEASING COMMITMENTS

The future minimum lease payments of leases are as set out below. Leases relate to office equipment, white goods and vehicle leasing.

Future minimum operating lease payments

	GROUP		TRUST	
	31 March 2025	31 March 2024	31 March 2025	31 March 2024
	£'000s	£'000s	£'000s	£'000s
Within one year	329	104	329	104
Between one and five years	669	8	669	8
	998	**112**	**998**	**112**

34. RELATED PARTIES

Disclosures in relation to key management personnel are included in note 10.

Transactions with non-regulated entities
The Trust provides management services to its subsidiary. The intercompany transactions are set out below.

	Management Charges		Design and build charges	
	31 March 2025	31 March 2024	31 March 2025	31 March 2024
	£'000s	£'000s	£'000s	£'000s
Payable to Trust by subsidiaries				
Peaks & Plains Devco Ltd	36	12	-	-
Payable by Trust to subsidiaries				
Peaks & Plains Devco Ltd	-	-	7,317	2,516

35. FINANCIAL ASSETS AND LIABILITIES

The board policy on financial instruments is explained in the Board Report as are references to financial risks.

Categories of financial assets and liabilities

	GROUP		TRUST	
	2025	2024	2025	2024
	£'000s	£'000s	£'000s	£'000s
Financial assets measured at amortised cost				
Cash	16,082	29,135	16,013	29,118
Debtors	2,139	1,720	2,137	1,718
	18,221	**30,855**	**18,150**	**30,836**
Financial liabilities measured at amortised cost				
Loans	108,269	108,402	108,269	108,402
Creditors	6,031	5,770	5,908	5,474
Accruals	5,261	3,638	4,564	3,373
	119,561	**117,810**	**118,741**	**117,249**

The amortised cost of the financial liability is net of the amount at which the liability is measured at initial recognition plus the cumulative amortisation using the effective interest method of any difference between the amount at initial recognition and the maturity amount.

35. FINANCIAL ASSETS AND LIABILITIES (continued)

Financial assets

Other than short-term debtors, financial assets held are cash deposits placed in 95-day notice business accounts, 65 day notice green business account, 30-90 day fixed term deposit accounts and cash at bank. The remaining financial assets are floating rate, attracting interest at rates that vary with bank rates. They are Sterling denominated and the interest rate profile at 31 March 2025 was:

	GROUP		TRUST	
	2025	2024	2025	2024
	£'000s	£'000s	£'000s	£'000s
Financial assets held in 95 day notice accounts	131	125	131	125
Financial assets held in 65 day notice accounts	2,000	2,000	2,000	2,000
Financial assets held in bank account	6,951	7,010	6,882	6,993
Financial assets held in 90 day fixed term account	-	15,000	-	15,000
Financial assets held in 60 day fixed term account	3,000	5,000	3,000	5,000
Financial assets held in 30 day fixed term account	4,000	-	4,000	-
	16,082	**29,135**	**16,013**	**29,118**

The financial assets held in 95 day notice accounts attract interest ranging from 3.95% to 4.07%. The balance of £130k has no fixed maturity. The £9m held in fixed term accounts is agreed at interest rates ranging between 4.44% and 4.75%. The remaining financial assets are floating rate, attracting interest at rates that vary with bank rates.

Financial liabilities excluding trade creditors – interest rate risk profile

The Trust's financial liabilities are Sterling denominated. The interest rate profile of the Trust's financial liabilities at 31 March 2025 was:

	GROUP		TRUST	
	2025	2024	2025	2024
	£'000s	£'000s	£'000s	£'000s
Fixed rate	97,500	97,500	97,500	97,500
Variable rate	10,000	10,000	10,000	10,000
	107,500	**107,500**	**107,500**	**107,500**

The fixed rate financial liabilities have a weighted average interest rate of 5.05% (2024: 5.08%) and the weighted average period for which it is fixed is 19 years (2024: 20 years).

The debt maturity profile is shown in note 26.

Borrowing facilities

The Trust has undrawn committed borrowing facilities. The facilities available at 31 March 2025 in respect of which all conditions precedent had been met were as follows:

	GROUP		TRUST	
	2025	2024	2025	2024
	£'000s	£'000s	£'000s	£'000s
Expiring in less than 2 years	-	-	-	-
Expiring in more than two years	30,000	30,000	30,000	30,000
	30,000	**30,000**	**30,000**	**30,000**

A revised RCF facility for £30m was agreed in July 2022 and is undrawn at 31 March 2025.