



Annual Report and Financial Statements

**Wythenshawe Community Housing Group Limited
Year Ended 31 March 2025**

WYTHENSHAW COMMUNITY HOUSING GROUP LIMITED

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WYTHENSHAW COMMUNITY HOUSING GROUP LIMITED

Group Highlights – Summary Financial Performance

For the year ended 31 March 2025

Statement of Comprehensive Income

	2025 £000	2024 £000
Total turnover	92,181	80,330
Income from social housing lettings	78,573	71,950
Operating surplus	17,720	16,679
Surplus/(deficit) for the year transferred to reserves	32,823	21,964

Statement of Financial Position

	£000	£000
Intangible assets	621	211
Tangible assets	461,700	423,359
Fixed assets	462,321	423,563
Net current assets/(liabilities)	50,382	8,647
Total assets less current liabilities	512,703	432,210
Loans due >1 year	212,495	144,971
Pensions liability	-	-
Other provisions	-	-
Reserves: revenue	238,021	221,270
Reserves: revaluation	62,187	65,968

Accommodation Figures

Total General Needs housing properties owned at the year end
(Number of dwellings):

General needs housing - social rent	12,353	12,367
- affordable rent	885	839
Supported housing - social rent	85	85
Supported housing - affordable rent	100	100
Rent To Buy	54	38
Market rent	89	78
Market rent - Step Down	5	5
Shared ownership	378	301
	13,949	13,813

WYTHENSHAW COMMUNITY HOUSING GROUP LIMITED

Board Members, Executive Directors, Advisors and Bankers

Board

Chair and Board Members:	Nick Crofts – Chair
	Anthony Bell
	Michelle Gregg
	Tahir Idris
	David Nuttall
	Sam Wilson
	Leanne Todd
	Elaine Mills
	Michael O'Doherty
	Angela Moran
	Alice Hemsley-Myers
	Darren Jones

Executive Officers

Group Chief Executive	Nick Horne
Executive Director of Finance	Simon Morris
Executive Director of Assets	Paul Butterworth
Executive Director of Development	Andrea Lowman
Executive Director of Customers and Communities	Paul Seymour
Executive Director of Transformation & Resources	Shahida Latif-Haider

Secretary

Simon Morris

Registered Office

Wythenshawe House
8 Poundswick Lane
Manchester
M22 9TA

Registration Numbers

Cooperative & Community Benefit Society	
Registered No.	8530
Regulator of Social Housing No.	L4219

External Auditors

Crowe UK LLP
3rd floor
St George's House
56 Peter Street
Manchester
M2 3NQ

WYTHENSHAW COMMUNITY HOUSING GROUP LIMITED

**Board Members, Executive Directors,
Advisors and Bankers (*continued*)**

RSM UK Risk Assurance Services LLP
14th Floor
20 Chapel Street
Liverpool
L3 9AG

Internal Auditors

Solicitors

Devonshires Solicitors
30 Finsbury Circus
London
EC2M 7DT

Bankers

National Westminster Bank PLC
2nd Floor
1 Spinningfields Square
Manchester
M3 3AP

Funders

National Westminster Bank Plc
2nd Floor
1 Spinningfields Square
Manchester
M3 3AP

M&G Investments
Laurence Pountney Hill
London
EC4R 0HH

Aviva Life & Pensions UK Limited
St. Helens
1 Undershaft
London
EC3P 3DQ

Saltire Finance plc
1 Bartholomew Lane
London
EC2N 2AX

WYTHENSHAW COMMUNITY HOUSING GROUP LIMITED

Report of the Board

The Board is pleased to present its report and the audited financial statements of Wythenshawe Community Housing Group Limited (“WCHG”) and its subsidiaries (together “the Group”) for the year ended 31 March 2025.

Principal activities

Wythenshawe Community Housing Group is a not-for-profit provider of social housing and is registered with the Regulator of Social Housing (“RSH”) as a social landlord. WCHG is a charitable community benefit society registered under the Co-operative and Community Benefit Societies Act 2014.

The Group’s principal activities are the development and management of affordable housing.

Group Structure and active companies as at 31 March 2025

Wythenshawe Community Housing Group Limited is the parent association of the Group with Garden City Trading Limited (a non-charitable property company) and Garden City Design and Build Limited (a development services company) being the subsidiaries of the parent association.

The financial statements of the Group include the results of Garden City Trading Limited and Garden City Design and Build Limited for both years.

Business Review

Details of the Group’s performance for the period and future plans are set out in the Strategic Report that follows the Report of the Board.

Future developments

Our Corporate Plan sets out the strategic priorities and main objectives to be delivered in the period to March 2026. The Plan builds on the four strategic themes of our previous Corporate Plan (More Homes, Living Well, Great Places, Smarter Business) and adds two cross-cutting themes – Value for Money and Carbon Reduction.

The Plan’s title, ‘Fitter, Flatter, Faster’, reflects the intention to focus our resources on doing the things that matter most to customers so that we deliver services more efficiently (fitter); reduce waste work in the systems and processes we work with and empower colleagues to take decisions closer to the customer (flatter); and implement new systems and ways of working that more quickly delivers to customers the services that matter most to them (faster).

WCHG (and the wider sector) remains in a rapidly changing, increasingly challenging environment on a number of fronts which will continue to bring pressure on future financial performance. These challenges have been to the fore during 2024/25 and will continue to be a focus, not least the continually increasing levels of demand for revenue repairs and the additional costs arising from the introduction of new legislation. However, the recently announced rent settlement and £39 billion of AHP funding allocated for new build development across the sector are extremely positive.

Therefore the development of a new Corporate Plan through 2025/26, to be launched from April 2026 will incorporate all these factors, whilst also building on the achievements of the current plan.

The Group will continue its challenging new build development strategy to deliver a pipeline of c.200 new homes per annum over the next five-year period. During 2024/25, the Group successfully completed the construction or acquisition of 169 homes. At year end, the Group had nine development schemes on site, plus planned buybacks totalling 170 new homes. All 170 homes are currently planned to be delivered in 2025/26. A further four schemes have been approved by Board totalling another 240 homes.

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A significant project that got underway in the financial year is the Wythenshawe Civic Regeneration, which seeks to regenerate Wythenshawe's town centre over a fifteen-year period. WCHG has a key role to develop the affordable homes within the project, which is led by a joint venture between Muse Developments and Manchester City Council. The project remains in its early stages but is likely to produce c.1,600 new homes including hundreds of affordable homes, with at least circa 390 new affordable homes across 3 sites that WCHG are working on with Muse

Where possible, new developments will be focused in the Group's key geographical areas, meeting the needs, demands and aspirations of both current and future residents across both the affordable and private markets. The Group remains confident the strategy can be delivered. The Development Committee closely review all proposals and monitors all development activity across the Group.

The Board and Executive Officers

The Board comprises twelve Non-Executive members and is responsible for managing the affairs of the Group. They collectively have professional, commercial and local experience. The Board meets formally six times during the year to deal with the Group's business, including performance, business planning and to discuss and formulate strategy.

The Board is responsible for the Group's strategy and policy framework. It delegates the day-to-day management and implementation of that framework to the Group Chief Executive and other Executive Officers.

The Executive team comprises the Group Chief Executive, and five other Executive Directors. The Executive team meet on a regular basis and attend Board and Committee meetings.

The Executive Officers hold no interest in the Group's shares and act within the authority delegated by the Board. They are Directors as defined by the Accounting Direction 2022 so far as disclosure of interests and emoluments are concerned.

The Group holds insurance to cover the liabilities of Board members and Executive Officers in relation to the Group's activities.

Details of the present Board members and the Executive Officers of the Group, and those who served during the year are detailed on page 4.

Committees

The Audit & Risk Committee, People, Culture & Governance Committee and Development & Homes Committee all meet at least four times per year. The Customer Experience Committee meets six times a year.

The People, Culture & Governance Committee considers all matters of probity for Board members, employees or close relatives. It also reviews the skills and effectiveness of all the Board and Committee Members, and oversees Board and Committee recruitment. The Committee oversees compliance with the Constitution, policies, the principles of good governance, regulatory or statutory requirements, and the People functions. The Committee recommends to the Board the Group's remuneration policy for its Executive Officers, as well as establishing the framework within which staff salaries are set.

The Audit & Risk Committee has the responsibility of overseeing the Group's internal and external audit functions, leading on matters of probity and risk, health & safety and information governance and security.

The Development & Homes Committee oversees and reviews the development and strategic asset management activity of the Group and monitors achievement of the objectives of the Development Strategy and the Asset Management Strategy.

The Customer Experience Committee's membership comprises Board Members, tenants and residents of Wythenshawe. The Committee's role is to oversee customer services, monitor performance and ensure effective customer engagement and involvement.

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The WCHG Board, Subsidiary Boards and Committees obtain external specialist advice as required.

Colleagues

Our People

WCHG employs approximately 500 colleagues across various functions, a figure that has remained consistent over the past year. We continue to invest in our workforce through training, development, and wellbeing initiatives to ensure they are well-equipped to address the evolving needs of our customers. We take pride in the dedication and professionalism our colleagues show whilst delivering high-quality services to our tenants, leaseholders, and the broader community.

Colleague Engagement

In October 2024, we conducted a colleague survey with a 78% response rate and a Net Promoter Score (NPS) of +44, well above industry benchmarks (+11 in the same 12 month period). The high response rate and positive score show our workforce's commitment and satisfaction. These results offer valuable insights to guide our decisions and actions for the next financial year.

Health and Wellbeing

Focusing on health and wellbeing remains a priority, as it builds the resilience and capability of our workforce. In July 2024 we launched our new Health and Wellbeing Strategy outlining our commitment to prioritising the health and wellbeing of colleagues. In September 2024 we were delighted to be awarded Investors in People (IIP) GOLD for 'We Invest in Wellbeing'. The assessment highlighted that wellbeing is deeply embedded within our organisation, supported by initiatives such as self-care promotion, activities led by Mental Health First Aiders and Be Well Champions alongside a comprehensive benefits package. Our WCHG Values continue to support and promote a healthy workplace and culture of wellbeing.

Salary Benchmarking and Compensation

We are committed to providing fair pay, flexible working arrangements, and a comprehensive benefit package. We continue to be accredited as a Real Living Wage employer and maintain a salary structure designed to attract and retain talent. We monitor workforce trends to ensure the organisation remains competitive within the sector.

In 2024, we conducted an Equal Pay Audit (EPA) aimed at reviewing and suggesting new practices to support our commitment to diversity and prevent pay inequality. The audit followed the Equality & Human Rights Commission (EHRC) five step process and evaluated 'work rated as equivalent' and 'work of equal value'. The approach undertaken exceeded the expected requirements. The findings found very low risk of pay inequality and recommendations were non-material and will be progressed over the next three years. The organisation commits to carrying out an EPA on a triennial basis.

Inclusivity and Accreditation

WCHG has several engaged groups with participation and collaboration from all areas of the business. This structure promotes inclusivity and shared responsibility. During the year, we have implemented several initiatives to support colleague engagement, diversity and inclusion. Our 'Wyth Everyone' Inclusion Strategy has been embedded across the organisation, with activity coordinated to deliver maximum benefits for colleagues and the community.

Cultural Development

We continue to grow our culture through embedding our values, fostering a supportive environment and promoting innovation. The Customer First programme which was launched in 2023, continues to be embedded. This aligns operational activity with core values, continuous improvement and the delivery of excellent customer service. We have been working on developing a positive complaint handling culture as a learning organisation.

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Professional Standards and Development

We have been proactive in preparing for the potential new Housing Professional Standards, with several colleagues undertaking CIH Level 4 and Level 5 qualifications. This approach underscores our commitment to the growth and development of our colleagues, ensuring they have the necessary qualifications and skills to deliver high standards of service and professionalism.

Conclusion

We are committed to being an employer of choice, focusing on diversity and inclusion, and investing in our colleagues. Over the next year, we will continue to deliver our transformation ambitions with colleagues being central to designing and delivering change. We aim to strengthen our employment benefits for all WCHG colleagues, ensuring a supportive, dynamic and inclusive workplace

Health and safety

The Board is aware of its responsibilities on all matters relating to health and safety. WCHG has an internal Health and Safety team incorporating suitably qualified colleagues that oversee health and safety management across all functions, with additional external expertise where required. This includes comprehensive health and safety policies, procedures, risk assessments, training and an advisory service.

The Health and Safety Committee, set up in 2023/24 continues to meet quarterly. Whilst not a part of the formal WCHG governance structure, the Committee, which consists of senior officers from across the organisation, has the following purpose:

- To support the Board to generate a positive health & safety and safeguarding culture across WCHG.
- To promote the health, safety and welfare of employees, customers and all persons who come into contact with, or who will be affected by the activities of WCHG.
- To ensure WCHG complies, as a minimum, with health and safety and safeguarding statutory obligations, and industry best practice
- To oversee H&S and safeguarding arrangements, review performance, thus reducing risk and driving continuous improvement across the business.

In addition the Health and Safety team maintained the ISO 45001 international standard accreditation for occupational health and safety management systems achieved in January 2024.

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Resident Involvement

Why?

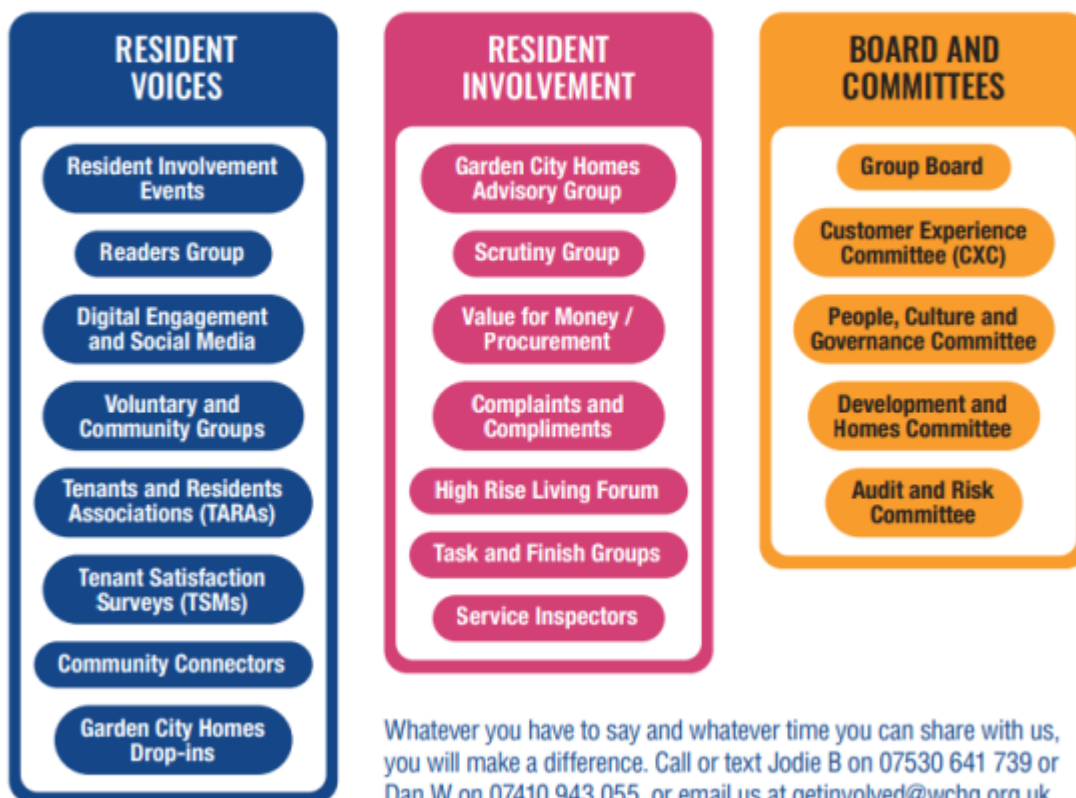
Understanding our customers' experience is essential to strengthening our ability to deliver high-quality homes and services. This in turn enables us to deliver our organisational purpose.

In April 2024, the Regulator of Social Housing introduced its Transparency, Influence and Accountability Standard, which sets out that registered providers must take tenants' views into account in their decision-making about how landlord services are delivered and communicate how tenants' views have been considered.

What?

The graphic below sets out resident involvement opportunities at Wythenshawe Community Housing Group.

RESIDENT INVOLVEMENT OPPORTUNITIES



Whatever you have to say and whatever time you can share with us, you will make a difference. Call or text Jodie B on 07530 641 739 or Dan W on 07410 943 055, or email us at getinvolved@wchg.org.uk

COME TOGETHER TO MAKE A DIFFERENCE

WYTHENSHAW COMMUNITY HOUSING GROUP LIMITED

- **Customer Experience Committee (CXC):** a committee of Board overseeing performance of customer-facing services as well as championing consumer regulation and amplifying customer voice at the Board. The Committee is made up of three Board members (including one tenant), five tenant members, a shared owner and a leaseholder.
- **Scrutiny Group:** scrutinises the performance of customer-facing services and conducts in-depth service reviews. Over the last 12 months the key focus area was an in-depth review of performance information, domestic abuse service, quality of homes, building safety, mutual exchanges and complaint handling.
- **Garden City Homes Advisory Group:** scrutinises and influences services to leasehold and shared ownership customers. 2024/25 saw a change in how we consult with leaseholders and shared owners with Garden City Homes drop-in events taking place 4 times during the year across Wythenshawe, and the introduction of our new Garden City Homes Advisory Group. The group is open to all leaseholders and shared owners and now meets annually to ensure resident scrutiny and influence in service delivery.
- **High Rise Living Forum:** supports and enhances the relationship between WCHG and residents living in our 10 high-rise buildings. Over the last 12 months the key focus areas included: building safety investments; improving communication channels; setting new service agreements for cleaning of communal areas; and improvement of communal area repairs.
- **Service Inspectors:** are active across the Wythenshawe estate checking service standards. Over the last 12 months the key focus areas have been: the standard of void properties; the cleanliness of communal areas; and grounds maintenance standards. The number of volunteer service inspectors continues to grow and monthly meetings have resulted in a number of improvements in the process. Low-rise building inspections will commence from April 2025.
- **Readers' Group:** has reviewed policies including our approach to building safety and inclusive service delivery. Tenants also provided feedback on an anti-harassment leaflet, communications about Tenant Satisfaction Measures, a rent increase leaflet, and our customer newsletters. Changes were made following input from our readers' group, included some of the photos used, simplified language, and additional examples added.
- **Task and Finish groups:** A Task & Finish Group made up of tenants with recent experience of our Out of Hours service provided feedback on the service and helped to set service criteria. Thirteen tenants are supporting the redevelopment of our website, the introduction of a new online portal for customers and a customer app, due to go live in 2025/2026. Residents will benefit from being involved in the change and a £50 voucher will be provided at the end of the project.
- **Value for Money:** Ensuring our residents have a voice in all areas of the business, we have recruited Contract Monitors and Tender Assessors who have worked alongside our Procurement Team during 2024/25 to ensure that WCHG delivers Value for Money in customer-facing procurement activities, e.g. in tenders relating to the new website, cleaning, waste collection and the Out of Hours service
- **Voluntary and Community Groups:** WCHG has recruited, trained and supports more than 60 volunteers across the various groups in Wythenshawe, including Over 50s Social Circle, Food Bank, Bideford Community Centre, Coffee Mornings, Tool Hire, Fun 4 Tots, Laugh 'n' Lunch. We delivered over 40 hours of training to support volunteers this year. Volunteers are able to claim out-of-pocket expenses.
- **Resident Involvement events:** We continue to provide support for Tenants' and Residents' Associations where these exist, including funding, promotional support and attendance at meetings. Where local residents wish to come together to discuss housing matters but do not wish to form a constituted group, we have been organising Community Voice meetings. These have proven successful, with five groups now meeting regularly across Wythenshawe. Other resident involvement events during the year have included the Summer Roadshows, Soup and

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a Roll events, Neighbourhood Walkabouts and outreach work. These events are an opportunity for residents to come along and tell us their views, have a say and talk to us about how they can scrutinise and influence our service provision.

Who?

Our 89 actively involved customers gave up 18,818 hours (approximately 4 hours per week) of their time to scrutinise our performance, influence our policies, contribute to strategic priorities, agree service standards, inspect services and help deliver and improve services locally.

The diversity of resident voices heard by WCHG has improved, with 50% of newly involved residents coming from a minority background e.g., ethnic minority or have at least one disability.

With over 2,917 residents completing the Tenant Satisfaction Surveys we have been able to use this feedback to inform our service delivery and make improvements locally.

What difference has this made?

- Domestic Abuse service better promoted to tenants and improvements to domestic abuse policy suggested by tenants have been adopted
- Improved information on building safety for high-rise apartment residents
- Change of cleaning products used in high-rise apartment buildings
- Renewed car park painted hatched areas at the extra-care scheme, Village 135, to ensure emergency services access at all times
- Changes to the 'Living Well Fund' grant scheme to ensure benefit for local residents
- Website more accessible for residents and out of date information removed
- Agreement on the household maintenance tasks that are customers' responsibility
- Simplified the language used in letters to all tenants, including changing 'Decent Homes Improvements' to 'Home Improvements'
- Improved transparency in high-rise apartment buildings of who does what with a 'Who is who' published in each building
- Improved tone of voice in customer communications, including a 'This is Us' internal campaign; roofing letter improved; and stock condition survey letters clarified
- Local improvements made following Community Voice meetings at high-rise apartment buildings, including deep cleans of communal areas, windows cleaned, anti-social behaviour better addressed, and block security improved

Statement of Internal Controls

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, and not absolute, assurance against material misstatement or loss.

The Board has processes in place to:

- Assess the principle and emerging risks facing the Group;
- Monitor the Group's system of internal control (which includes the ongoing process for identifying, evaluating and managing risk); and
- Review the effectiveness of that system annually.

The Board has reserved certain matters to itself, including determining the long-term business objectives of the Group and any material decisions. The Board annually review the formal scheme of delegation and financial regulations that set a framework for Board committees, the Chief Executive and Executive Team.

The Board has a number of mechanisms in place to support the Group's systems of internal control. These cover issues such as delegated authority, segregation of duties, accounting, treasury management, health & safety, data and asset protection and fraud detection and prevention. Financial control is exercised through the setting of detailed budgets each year which feed into the financial

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planning process, coupled with a reporting and monitoring system that is driven by key performance indicators.

There is an approved anti-fraud policy that covers the prevention, detection and reporting of fraud. Details of identified frauds are maintained in the fraud register, which is reviewed annually by the Audit & Risk Committee on behalf of the Board. There have been no reported cases of fraud during the year 2024/25 with a financial loss of £nil (2023/24 - £nil). The anti-bribery and corruption policy sets out guidelines for all staff to ensure the highest standards of conduct in business dealings. The Group's whistleblowing policy enables employees to raise issues on a confidential basis and know that they will be properly investigated.

The Audit & Risk Committee meets four times a year and considers internal control and risk management at each meeting. The Committee meet with members of the Executive Team, and the internal auditors to review specific reporting and internal control matters, and to satisfy themselves that the internal control systems are operating effectively. All Board Members receive the minutes of Audit & Risk Committee meetings.

The internal audit function is outsourced and has direct access to the Audit & Risk Committee. The Internal Auditors attend all meetings of the Committee and all recommendations for improvement made by the Internal Auditors are followed up. The internal audit programme of work is aligned to the Group's strategic objectives and risk environment.

The work of the external auditors provides further independent assurance on the control environment as described in their audit report within these financial statements. The Group also receives a letter from the external auditors identifying any internal control weaknesses which is considered by the Audit & Risk Committee and the Board.

The Board have reviewed the effectiveness of the system of internal control, including risk management, for the year to 31 March 2025, and up to the date of signing these financial statements. It has not identified any weaknesses in internal controls which resulted in material losses, contingencies or uncertainties that require disclosure in these financial statements.

Statement of compliance with the Governance & Financial Viability Standard

The Board formally reviewed compliance with the Governance and Financial Viability Standard as part of its annual formal review against the RSH's Regulatory Framework in May 2025; no areas of non-compliance were identified for the year ended 31 March 2025.

Following the Annual Stability Check, the Regulator of Social Housing reconfirmed the Group's Regulatory Judgement for Governance & Viability as G1/V1 on 18 December 2024.

The Group complies with all relevant law.

Code of Governance

The National Housing Federation's (NHF) 2020 Code of Governance was formally adopted by the Group from 1 April 2021. Compliance with the adopted code is annually reviewed by the Board and was last reviewed in May 2025 for the year ended 31 March 2025.

In accordance with the requirements, the Group is pleased to report full compliance with the adopted code for the year ended 31 March 2025, and has identified no areas of non-compliance to report.

Going concern

The assessment of the significant risks faced by the Group is considered in various sections of this annual report. The results of this analysis, combined with satisfactory VFM metrics, good asset values and significant headroom in loan covenants, has led to the Board's judgement that WCHG has a financially robust long-term Business Plan, including potential mitigations which indicate sufficient

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resilience to respond to different stress testing scenarios. Overall this demonstrates WCHG's ability to remain financially viable.

The Board therefore has a reasonable expectation that the WCHG has adequate resources to continue in operational existence for the foreseeable future, being a period not less than twelve months after the date on which this annual report and financial statements are approved. For this reason, the Board continues to adopt the going concern basis in the financial statements. In reaching this view the Board has fully appraised the changing business environment facing WCHG, it has considered the financial projections set out in the long-term Business Plan, the results of stress tests and assessed the strategic risks faced and the means available to it to mitigate these risks.

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

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

Co-operative and Community Benefit Society legislation requires the Board to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

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

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 is 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 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'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. The Board's responsibility also extends to the ongoing integrity of the financial statements contained therein.

Annual general meeting

The annual general meeting will be held on 29 September 2025.

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Statement as to disclosure of information to auditors

The board members confirm that:

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

To the best of our knowledge:

- That the Group's financial statements, prepared in accordance with United Kingdom Generally Accepted Accounting Practice, give a true and fair view of the assets, liabilities, financial position and profit or loss of the Association and the undertakings included in the consolidation taken as a whole; and
- the Report of the Board and Strategic Report include a fair review of the development and performance of the business and the position of the Association and the undertakings included in the consolidation taken as a whole, together with a description of the principal risks and uncertainties that they face.

External auditors

This report was approved by the Board on 28 July 2025 and signed on its behalf by:



Nick Crofts
Chair of the Board
28 July 2025

WYTHENSHAW COMMUNITY HOUSING GROUP LIMITED

Strategic Report

Activities

WCHG is a not-for-profit registered provider of social housing. WCHG is a charitable community benefit society registered under the Co-operative and Community Benefit Societies Act 2014 and is registered with the Regulator of Social Housing (“RSH”) as a social landlord.

The Group has two subsidiary companies, Garden City Design & Build Limited, a development company, and Garden City Trading Limited, a non-charitable property company. Neither subsidiary is regulated by the RSH.

The Group parent is charitable and operates primarily as a social landlord, providing affordable general needs housing, delivering high quality services to 13,949 homes in Wythenshawe. The Group’s head office is based in Wythenshawe and the vast majority of its properties are situated within five miles.

Objectives and strategy

“Fitter Flatter Faster” - our Corporate Plan 2023-26

A plan that enables long term financial resilience and service delivery capability

Our Corporate Plan sets out the strategic priorities and main objectives to be delivered in the period April 2023 to March 2026. The Plan builds on the four strategic themes of our 2020-2022 Corporate Plan (More Homes, Living Well, Great Places, Smarter Business) and adds two cross cutting themes – Value for Money and Carbon Reduction.

The Plan title reflects our intention to focus our resources on doing the things that matter most to customers so that we deliver services more efficiently (fitter); reduce waste work in the systems and processes we work with and empower colleagues to take decisions closer to the customer (flatter); and implement new systems and ways of working that more quickly delivers to customers the services that matter most to them (faster).

Delivering the objectives of this Plan will ensure our longer-term future is founded on a balance of financial resilience and service delivery capability. Plan objectives are supported by detailed actions, developed using the significant evidence base we’ve gained about the short, medium, and long-term needs and aspirations of our customers, our communities and Wythenshawe as a whole.

The Plan is the first phase of a three-phase period of organisational change and transformation. 2023-26, is our ‘Brilliant Basics’ period, where we will lay the foundation for the next two phases; ‘Stretch Shot’ (2026-29) and ‘Moon Shot’ (2029-32).

A Plan that recognises our role in supporting customers and communities

Wythenshawe, in the North West of England, is some 8 miles south from Manchester City Centre and covers an area of around 11 square miles. Some 41% of housing in Wythenshawe is owner occupied (national average 62.5%) and 42% is social rented (national average 17.1%) most of whom live in our homes. The area is home to c.65,300 residents of which c.26,600 live in our homes. We are the largest RP in Manchester with 13,949 homes, some 20% of Manchester’s social housing.

The Plan objectives build on the positives about Wythenshawe, including its green and spacious environment; strong community spirit and local partnerships; significant levels of inward investment; relatively affordable housing; and our presence and impact as an anchor organisation and place shaper.

However, Wythenshawe is also an area of multiple deprivation, a situation that has persisted for decades despite investment and interventions from many partners. This has a major influence on our strategic priorities, on the needs of our customers and partners, on their expectations of us and hence on the depth and breadth of services we deliver that go beyond core housing services.

WYTHENSHAW COMMUNITY HOUSING GROUP LIMITED

A plan driven by organisational purpose that reflects the voices of customers, communities and partners

The Board restated our Organisational Purpose in 2021 as “to provide good quality homes and services to our tenants and leaseholders and to play a leading role in creating safer, healthier communities”. This focus on homes, services and communities flows with a clear golden thread through to the Plan’s strategic themes and delivery objectives. The golden thread includes Board’s guiding principles, which support colleague decision making about what we do, and values, which support colleagues in how they behave in delivering services.



Our diverse and well-developed network of involved customers, volunteers and resident engagement means we’ve developed this Plan with a clear, and improving, understanding of the current and future needs and aspirations of local people and partners.

A plan supported by competitive advantage

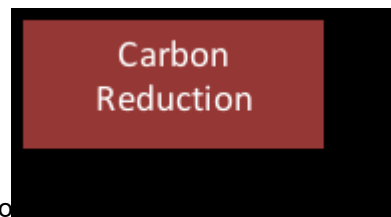
Our business model is underpinned by four significant competitive advantages, which collectively cannot be replicated by any other organisation. These enable us to focus our resources for the benefit of customers, communities, colleagues, partners with limited distraction from competitive interests (new development being the exception).

- A highly concentrated property portfolio which supports efficient management of service delivery
- The number of homes we own and manage which gives us unmatched scale and influence in the community and with partners
- A high level of community knowledge, connectivity and trust developed over many years, and supported by having 39% of our 503 colleagues (as at March 2024) living in the area, and 20% of colleagues who are also our customers
- A resilient financial structure and business plan that is strongly cash generative, with relatively low debt and healthy interest cover

A plan that addresses the big external and internal business, customer, community and sector challenges

Our plan objectives are grouped around six strategic themes, each of which has been framed to address one or more critical business, customer, community or sector challenges. More detail on all theme objectives, including metrics are given in the Plan.

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- *More Homes* – affo...awe and neighbouring areas – our objective is to develop 200 homes p.a. with a pipeline of 1,000 homes
- *Living Well* – delivering support to customers and communities that goes beyond core housing management services. This includes addressing anti-social behaviour and its causes and directly supporting community safety; supporting and empowering the community directly and indirectly through our LIFE model approach (Lead, Influence, Follow & Exit); and developing and implementing our Living and Ageing Well Strategy
- *Great Places* – responding to the challenges of higher building safety and other property standards; continuing to improve the knowledge of our assets to support value for money investment choices; and meeting the increasing demand from customers to maintain and improve their homes and invest in the Garden City environment of Wythenshawe
- *Smarter Business* - investing in our inclusive environment of people, skills, culture, technology, systems, processes and business infrastructure to meet increasing expectations from customers, communities, partners, colleagues and other stakeholders and retain our financial robustness
- *Value for Money* – building on our resilient financial position and making every pound we spend add social and / or financial value to support delivery of our Purpose. Our VfM strategy is focussed on delivering tangible cash benefits; optimising the impact of our social investment; and investing to deliver future benefits (invest to save)
- *Carbon Reduction* – our key objective is to support delivery of Manchester City Council's 2038 net zero carbon objectives and national legislation and policy.

Progress to deliver against the Plan will be overseen by the Board and its Committees. Plan reviews will also consider whether changes in the external and internal environment necessitate changes to the scope, timing or nature of Plan objectives.

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Our Transformation Programme

In 2024/2025, the Transformation Programme evolved our business operations to better support customers and colleagues.

The Programme continues to react to the changing climate that we are in and decisions are reviewed monthly by a Programme Board of key stakeholders and subject matter experts. All activities are co-ordinated, managed and tracked by a Programme Management Office to ensure that activities are delivered effectively and benefits are maximised.

The changes being implemented are part of the plan to refresh the operating model at WCHG.



The new Operating Model is designed to empower customers and colleagues to be able to take ownership of requests. For customers the benefits are that they will be able to do more for themselves with access to an enhanced digital service option, they can get the majority of request resolved right first time by contacting the Hub, but if they need more support or we need to support them, then we will have a named contact in the community that will be there for them. We are calling this model, Hub, Locality and Support.



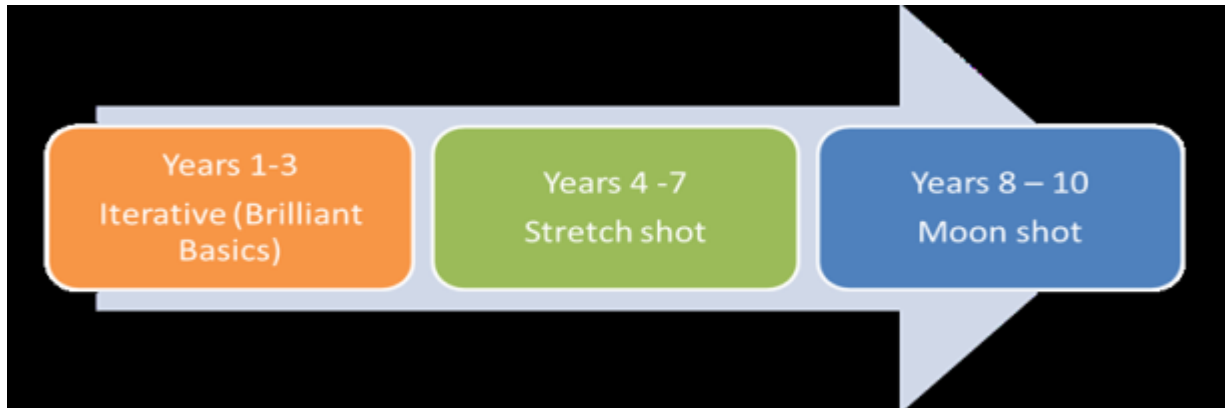
By this we mean:

- Hub – this includes all our customer contact, and inward and outward service activity.
- Locality – this covers all activity and support that needs to be delivered in the customer's home or the local community.
- Support – this includes the back-office support, programming and planning functions which enable the Hub and Locality functions.

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The Transformation Programme is in place to ensure that WCHG is best placed to provide services in the changing economic and social environment. The Programme is designed to review the services that are being provided and ensure that the best use of technology is put in place to support colleagues and customers through efficient and effective service delivery.

The longer-term vision for change at WCHG is set out to 2032 as below, starting from 2023 as year 1:



- the **Brilliant Basics** phase (2023 – 2026) is about improving our services, and ‘doing the right things, and doing them right’. To do this, we need to strengthen our core building blocks of our operating model – culture, data, systems, and technology.
- the **Stretch Shot** (2026 – 2029) phase is about developing solutions that are in line with market leaders, to be able to innovate quickly with the changing environment.
- the **Moon Shot** (2029 – 2032) phase is our aspiration to be the best in the UK for our services.

Transformation Outcomes in 2024 / 2025

The Transformation Programme has progressed over the past year, bringing business benefits, improving governance, and establishing future projects. Some highlights over the past 12 months include: -

- Customer Hub onto Pulse – The Customer Hub have now moved onto the Pulse system for all customer contacts. It has helped to streamline the services that the Group can provide to customers and provide more information for advisors to use in supporting calls or visitors to reception. The Group now have a full view of all customer contacts on one platform.
- Antisocial Behaviour and Neighbourhood Nuisance onto Pulse – All cases raised for Antisocial Behaviour or Neighbourhood Nuisance are now tracked using the Pulse system. This was the first use of Pulse on a mobile platform and now allows colleagues the abilities to deal with these cases in the locality rather than having to return to the office to complete paperwork. This streamlines that process for the completion of this task and improves the customer experience.
- CX Feedback implemented – To support improvements in understanding customer feedback, the CX Feedback system has been implemented for all transactional surveys that the Group undertake. This enables all feedback to be correlated back to the customer and the case involved. This will provide new insight and opportunities to improve the services that we provide to customers.
- Creating a culture of change – To support all changes and create a culture of continuous improvement, a series of training sessions have been made available to all colleagues on all the tools and processes that the Programme Management Office undertake. All projects are also supported with change readiness training for all colleagues impacted and more support is put in place for managers to help them support the changes implemented.

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- Awards and Presentations– During the year, the Group was nominated for two digital transformation awards and was successful in winning the Best Digital Transformation at the Housing Technology Awards. The team have also been asked to give several presentations on the success of the programme to date, its use of Salesforce (named Pulse internally) and its approach to change readiness.

Forecast Transformation Outcomes in 2025/26.

2025/26 will see more projects deliver outcomes to make real changes for customers and colleagues. Some of the key areas that will be improved during 2025/26 are summarised below and will be the bedrock for the next Corporate Plan in 2026:

- Website, App and Portal – During the year, a brand-new website, app and portal will be launched. This will make considerable improvements to the ways in which customers can access data and services that the Group can provide. This replaces legacy applications that are no longer fit for purpose and the new platforms will be scalable for future developments. Customers and colleagues will co-design these processes to ensure that they provide a great user experience and are efficient for the Group.
- Tenancy Management – Following the success of Antisocial Behaviour and Neighbourhood Nuisance moving onto Pulse, more colleagues in the Customers and Communities Directorate will move onto Pulse. Tenancy Management colleagues will be able undertake all their tasks via a mobile or desktop platform, this is a considerable step forwards in improving the customer experience and improving the ways of working for colleagues.
- Living Well – Similar to Tenancy Management, this project will see all colleagues delivering the more specialist support services to our customers. This project will be fully delivered by internal colleagues developing the solutions from start to end and this will be a major milestone as the Group looks to move being self-sufficient in developing its own systems.
- Assets – 2025/26 will see Assets starts its migration onto Pulse, a full business case will be developed and if successful delivery will commence. This will impact over 200 colleagues and substantially redesign services for customers. This will be a multiple year project but the benefits are anticipated to be both improvements in customer service and improve the efficiency of the way that services are delivered.

Financial Performance and Performance Indicators

Financial overview

The Group's Statement of Comprehensive Income and Statement of Financial Position are summarised in the Group Highlights (page 3) and the high-level features of the Group's financial position are set out below. More detail is included within the Value for Money section on page 35.

The financial statements report an increase in operating surplus to £17.7m (2024: £16.7m). There have been some key drivers to this movement, detailed below.

Turnover has increased by £11.9m to £92.2m. This is as a result of first tranche shared ownership sales increasing by £4.8m, along with a £6.6m increase in rental income and service charges from the annual increase and an additional rent debit week.

Operating costs have increased to £68.2m (2024: £60.2m), showing an increase across most categories of spend as detailed in note 3. Within this, the largest increase was revenue routine repairs at £3.8m.

Right to buy and right to acquire surpluses were up to £3.2m (2024: £1.9m), after 2023/24 had been the lowest level of surplus for some years.

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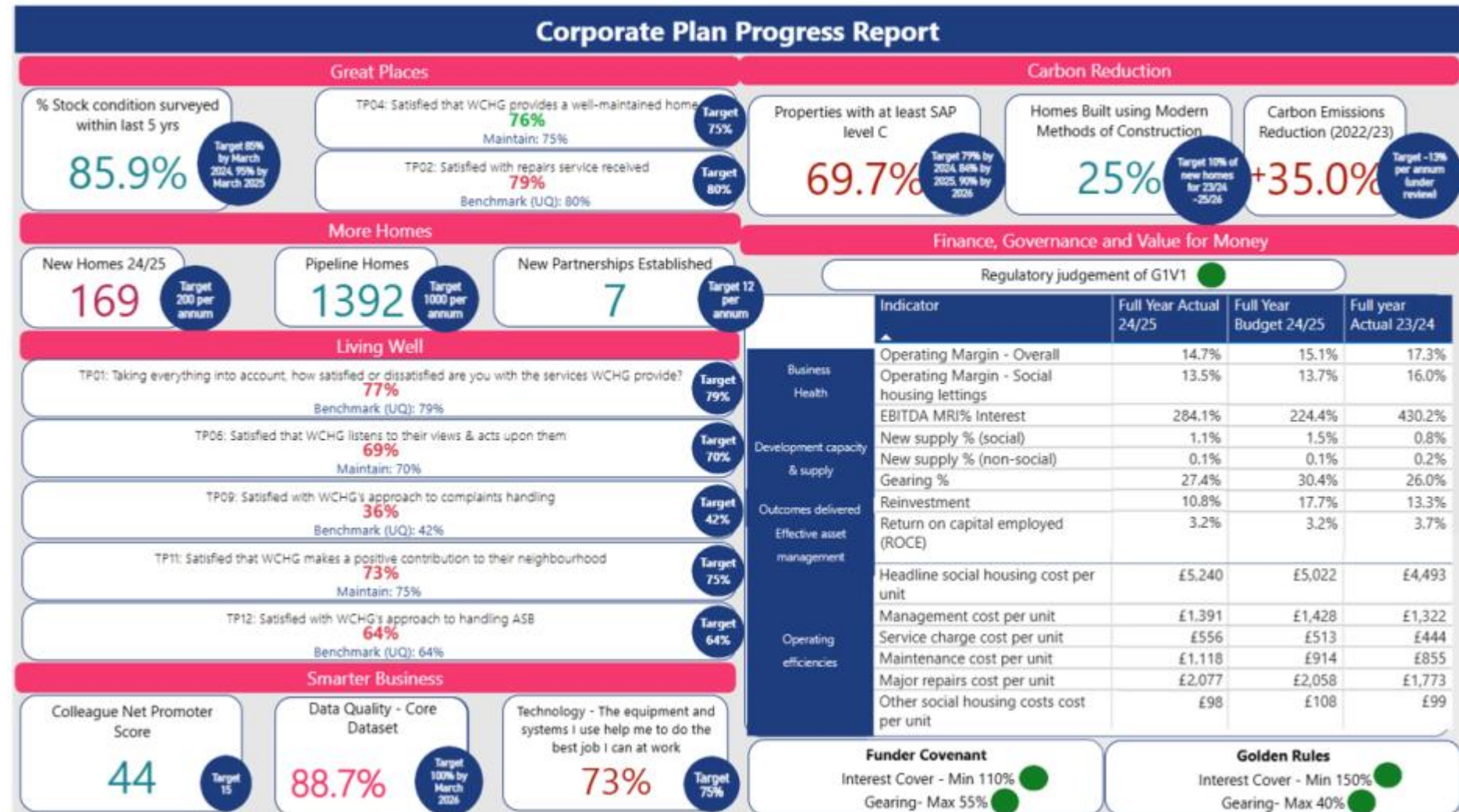
The refinancing project was completed just prior to the end of the financial year. As a result, cash balances were high at £54.7m, increased from £9.3m in the prior year, due to the nature of the new borrowing that was drawn down immediately on completion. One significant impact was the increase of interest payable to £5.7m (2024:£3.7m), including £1.1m of loan breakage costs. Cash inflows and outflows for the period are shown in the cashflow statement on page 60. More information on the new loan portfolio is within the treasury management and capital structure section on p47.

Performance Indicators

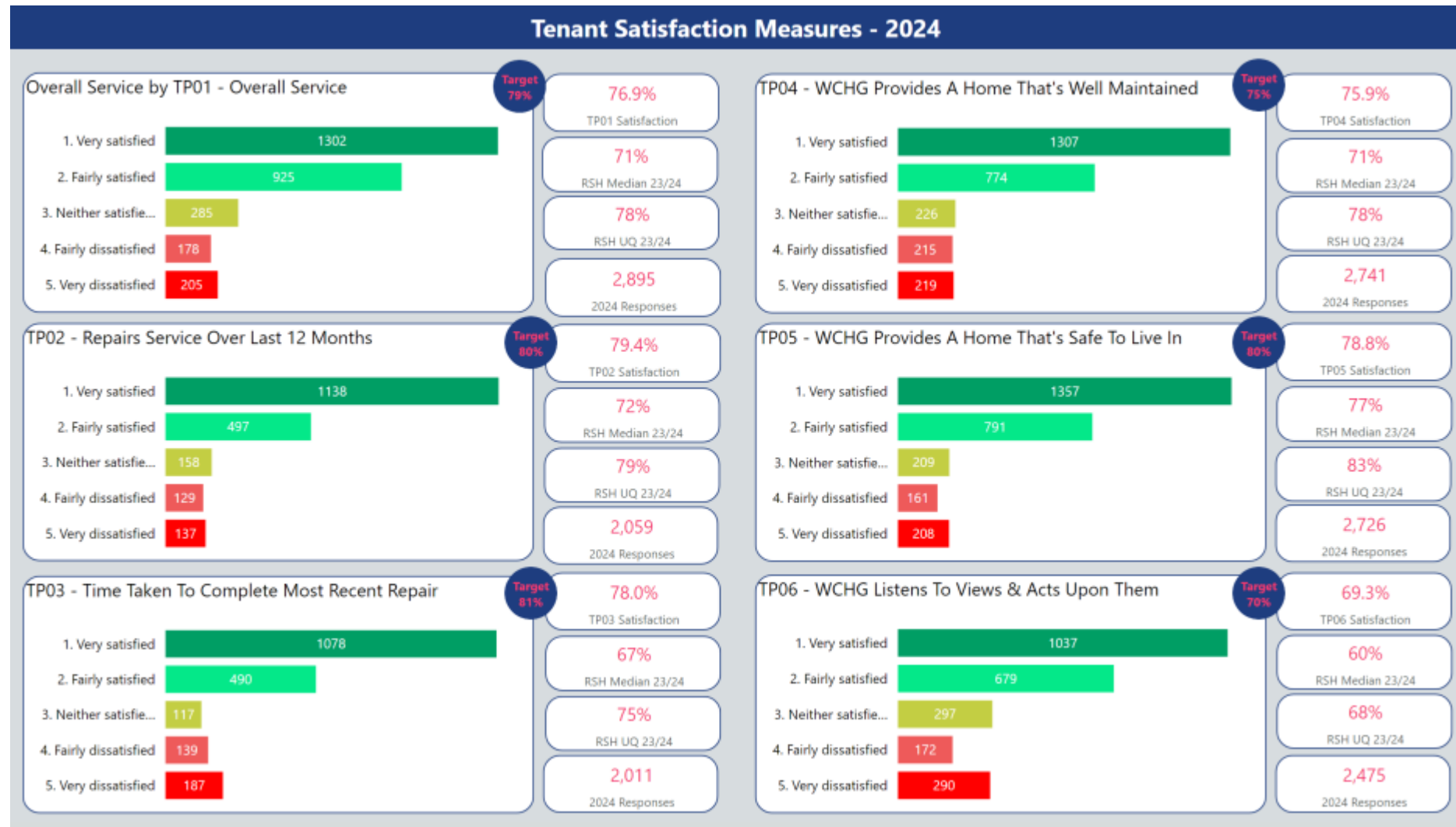
The Board has set a series of performance indicators that effectively track the delivery of the objectives outlined in the Corporate Plan across its themes. Board also receives operational and topical performance data as part of the reports that they receive at each meeting.

Pages 23 to 35 provide an overview of the indicators that are tracked against targets during 2024/2025. These also include the Tenant Satisfaction Measures that are a requirement of the Consumer Regulation.

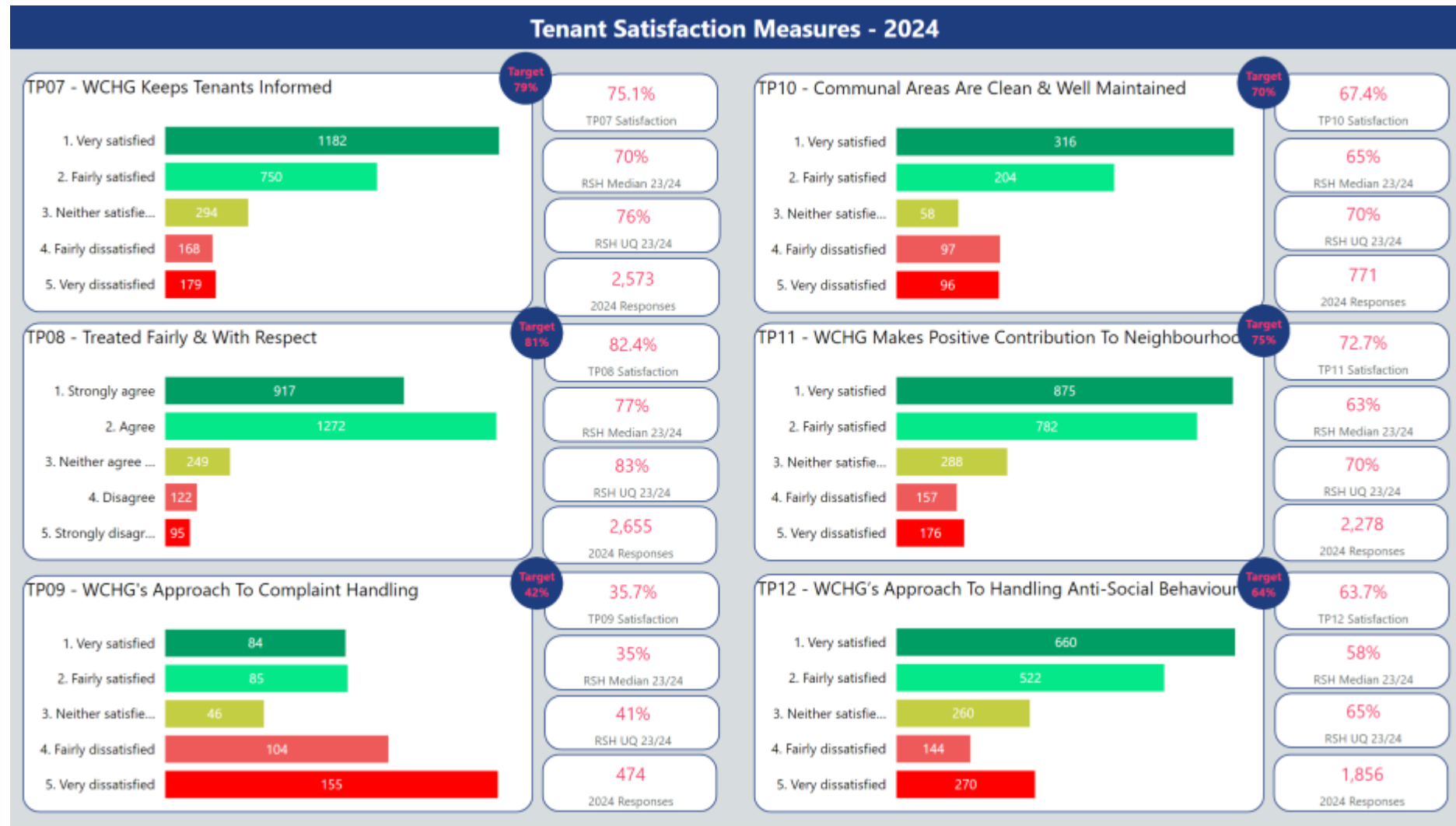
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Tenant Satisfaction Measures - Management Information 2024/25

Number of stage 1 complaints made by tenants in the relevant stock type per 1,000 homes
25.41

Proportion of stage 1 complaints responded within the Housing Ombudsman's timescales
97.97%

Number of stage 2 complaints made by tenants in the relevant stock type per 1,000 homes
5.15

Proportion of stage 2 complaints responded within the Housing Ombudsman's timescales
100.00%

Number of anti-social behaviour cases opened per 1,000 homes
48.20

Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes
0.72

Proportion of homes that do not meet the Decent Homes Standard
0.03%

Proportion of non-emergency responsive repairs completed within the landlord's target timescale
85.24%

Proportion of emergency responsive repairs completed within the landlord's target timescale
99.65%

Proportion of homes for which all required gas safety checks have been carried out
100.00%

Proportion of homes for which all required fire risk assessments have been carried out
100.00%

Proportion of homes for which all required asbestos management surveys have been carried out
100.00%

Proportion of homes for which all required legionella risk assessments have been carried out
100.00%

Proportion of homes which all required communal passenger lift safety checks have been carried out
100.00%

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Living Well

During 2024/25, the Group undertook its second official collection of the Tenant Satisfaction Measures (TSM). This survey was undertaken independently by Kwest Research with over 2,900 customers contacted, and their views gathered on the services that the Group provide to them. The results of this analysis have been shared with customers, colleagues, Customer Experience (CX) Committee and Board. CX continue to monitor and provide further scrutiny to the actions that the Group are taking to improve performance especially in those areas where performance is lowest.

During the year 413 Stage 1 complaints were raised compared to 386 in 2023 / 2024, whilst this represents a 7% increase, it is a smaller increase than in previous years. It remains significantly below sector average at 25 complaints from tenants per 1,000 properties (compared to an average of 43).

The number of tenants telling us they have complained in the last 12 months fell to 18% from 20% the previous year. This is well below the sector average of 28% of tenants reporting that they have complained to their landlord in the last 12 months. This alongside above average performance in the Regulator's 'Complaints and Engagement' measures provide some assurance on performance. However, tenant satisfaction with complaint handling is our lowest performing Tenant Satisfaction Measure at 36% (though in line with sector average 35%).

The majority of complaints were upheld. We agreed with customer - fully or in part - in 72% of the complaints that customers made to us during this period. Being able to get things resolved quickly, a lack of communication or action and how we have communicated with customers are the main drivers for complaints across services.

The Group tracks its tenancy turnover and the factors behind why people are leaving Group properties, as part of its tenancy sustainability approach. This could be from a wide range of factors, some of which the Group can influence and others that it cannot. In the past 12 months, 0.3% of our new tenants have left their home within 12 months of taking a tenancy with us from factors that we could have an influence on. These cases are reviewed to understand any lessons that can be learnt and reflected in future allocations and tenancy support to ensure tenancy success for new tenants and households in their homes. Of those tenancies over 12 months, 4.7% of reasons for leaving are related to factors that the Group have an influence over. This could include issues such as rent arrears where the Group have supported, but eviction was the only option. Over the past 12 months, both indicators have improved through the proactive work that is delivered to support tenancies.

Over the last 12 months, 206 Anti-Social Behaviour (ASB) cases have been raised by, or on behalf of, customers. Each case is effectively managed in order to ensure that customers receive a tailored service in line with their expectations. Satisfaction with how cases were handled for 2024/25 was 55.6%, this is a decrease from last year, but a contributing factor is that now all satisfaction is collected digitally rather than over the phone. WCHG continues to work with partners & third sector organisations to support tenants and residents across Wythenshawe to help prevent, support, or address these issues relating to ASB or community safety.

The Group's Living Well Team, a support service for tenants and households, received 727 referrals for support or assistance during the year, compared to 739 in 2023/24. The main reason for referral was to support mental health needs identified by the customer. Other support was provided to families, people with health issues and welfare benefits.

The Group's 'If In Doubt Shout' safeguarding process generated 1,145 cases compared to 1,032 cases previously that were reviewed by the team and progressed in partnership with other agencies in order to protect customers, colleagues, and the wider community.

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Great Places and Property Compliance

Our year end performance remains strong overall across property activity and a range of interventions have been agreed with Board during the Business Planning process to improve performance where targets have not met expectations in 2024/25. Stock condition data continues to be challenged by a 10-15% residual no access issue that Savills report is consistent across RPs. We have internalised a stock condition role to focus on those homes during 2025 / 2026.

The Development & Homes Committee approved in November 2024 our programme of investments through to 2030 to achieve the EPC C target. This programme assumes grant access and aligns to the Business Plan provision approved by Board in March 2024. The remaining 6% of homes without energy data will also be targeted for assessments during the 2025/26 financial year.

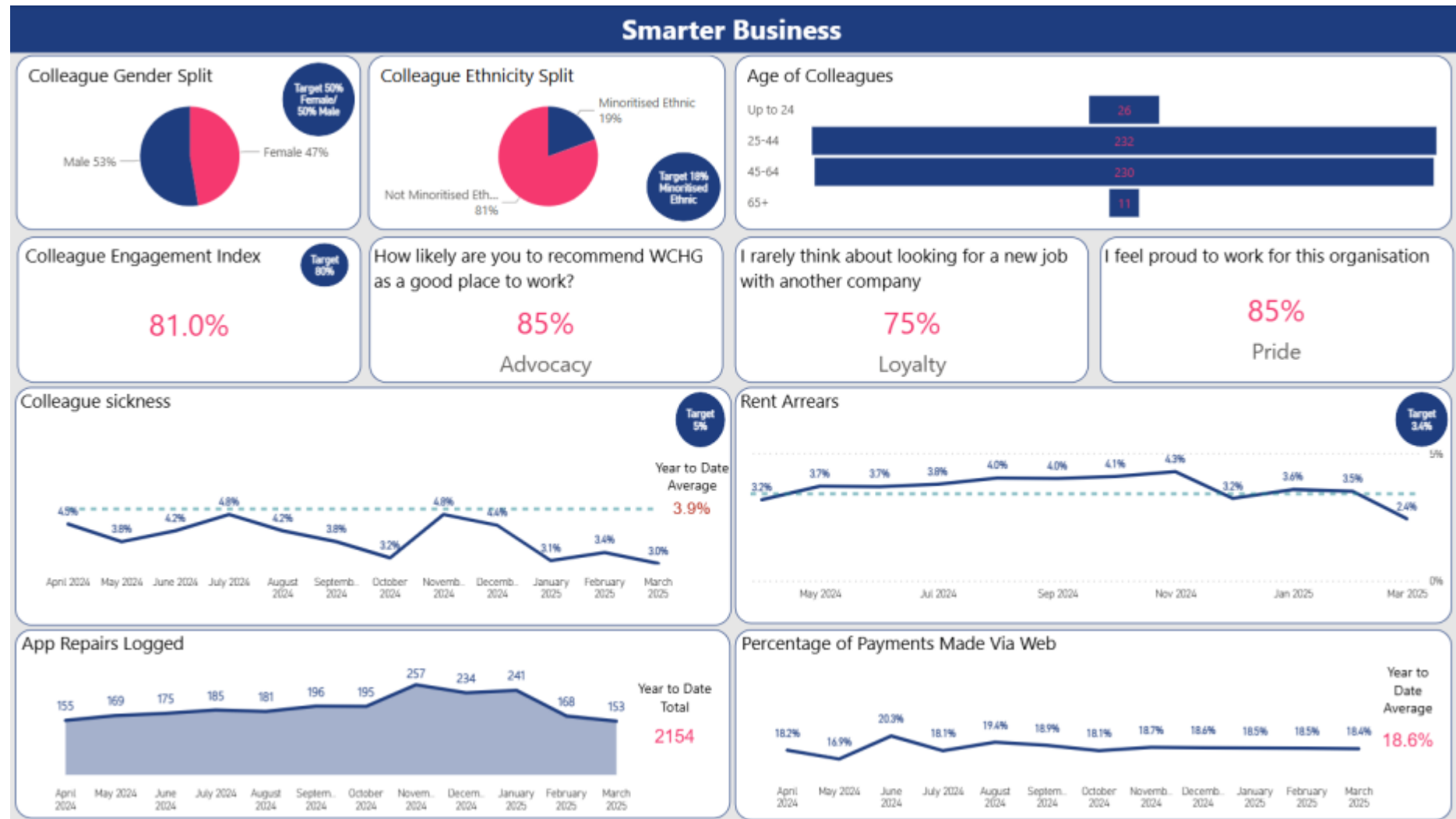
Year-end Decent Homes compliance is strong at 99.97% and reflects live reporting with HHSRS hazard identification and programme of improvements. The system introduced provides live monitoring of hazards during the year, giving instant visibility of known issues impacting compliance with the standard.

Empty homes turnaround times, rent loss and overall performance is strong for the financial year and performs above sector peer groups. 153 of the 496 relets during the year were also improved from below SAP C to achieve SAP C during the relet process. This continues to ensure affordable warmth standards for all our new customers.

Repairs performance was challenging during quarter 4 and impacted by a combination of factors. Management & colleague turnover, absence, demand levels for urgent repairs and our new proactive repair identification have all impacted the performance indicators in quarter 4. As we continue to pursue access to proactively identified repairs during the year, when these repairs are finally complete, they are outside targets and often do not receive positive feedback from customers. We believe our approach remains in the best interest of the home and the occupants but can often be challenging to pursue access for items the customer may not have reported or see as a priority in their home. We continue to work through the challenges but remain in a strong sector peer performance position across TSMs and KPIs.

Property compliance performance remains strong at year end with commercial lift compliance at 97% due to a pending supply of parts to recommission a broken passenger lift at the end of March. Compliance performance has remained strong throughout the year and where necessary escalation steps have been taken to ensure access has been obtained.

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Smarter Business

Rent arrears as a percentage of the annual rent debit decreased from 2.97% in 2023/24 to 2.42% in 2024/25. In financial terms, this is a reduction of £178k. The rate of cash collection was 100.61% compared to 99.35% last year.

For the year 2024/25 we have conducted 15 evictions for arrears, compared to 14 for the same period in 2023/24. In 2024/25 we have made 111 applications for possession hearings with an average debt of £1,602. This is a decrease compared to 2023/24 (124 cases £1,518) This demonstrates that the Group continues to work with customers to ensure that they can maintain their homes, even after possession proceedings have commenced.

Throughout the year the Group have proactively managed all sickness cases to support colleagues to return to work and promote the diverse range of support that can be put in place. The average level of sickness for the year was 3.9% which is a decrease from 5.0% last year.

15% of colleagues are tenants at WCHG, and 7% are tenants of other social housing landlords, meaning 22% of our workforce live in social housing (exceeding the GMHP target of 20%). A further 30% of colleagues have lived experience of social housing.

The annual colleague survey was conducted in October 2024 using the Hive platform, 379 colleagues completed the survey representing 78% of colleagues, this compares to 77% in the previous 2023 survey.

The survey utilises the Net Promoter Score (NPS) and asks colleagues, "On a scale of 1-10, how likely is it that you would recommend WCHG as a great place to work?" This year, we recorded a positive improvement, with an NPS of +44 (compared to +36 last year).

The quality of Core Tenant data has shown steady improvement, with 88.7% considered good quality according to our standards. The most notable enhancement has been in the quality of email addresses, with 74% of lead and joint tenants now having a valid email that we can use to contact customers or help prepare WCHG for self-service.

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More Homes

Throughout 2024/25, a total of 169 new homes were handed over. Greenwood Road (40) was scheduled to handover taking the completions past the 200 new homes per year target, however multiple connection issues caused delays and weeks before handover a car crashed into the building which has delayed completion further while structural surveys and remedial work is completed.

The Group currently have 9 development schemes on site, plus buybacks, totalling 170 homes.

There are an additional 4 schemes that have secured Board approval, totalling a further 240 new homes.

We are currently forecasting 1,526 completions for the 5-year period from 2024/25 to 2028/29; an average of 305 homes per annum. A large proportion of these sites are Civic regeneration schemes that have recently come forward in discussions with Muse. These result in our forecasts currently exceeding the 200 per year corporate plan target. There will be a dip in completions next year due to the delays to the Homes England funding extension and we are currently forecasting 170 completions for 2025 / 2026.

We have 11 shared ownership properties available across our live sales sites and 16 properties reserved, with all other completions having been sold. All other properties that are currently being marketed are yet to handover.

Value for Money

Strategic approach to Value for Money

The Group's Value For Money (VFM) strategy runs until 2026 and very closely aligns to our 2023-26 Corporate Plan, our Purpose and nine Guiding Principles. The importance of VFM is underlined by the fact that Board have chosen to identify VFM as a separate cross-cutting strategic theme in the latest Corporate Plan. In addition, VFM is embedded within WCHG's Values and supporting Behaviours, developed with colleagues and launched during 2022/23.

Our VFM strategy can be found on the WCHG website.

The VFM strategy outlines the Board's ultimate responsibility for VFM. Guided by a clear Purpose and Guiding Principles, Board will continue to allocate resources across competing priorities so as to achieve an optimum balance between current and future service delivery, and financial capacity. Engagement with customers, colleagues, and where appropriate, other stakeholders, is one key way to ensure the decisions taken are robust in terms of VFM delivery.

Objectives of the VFM strategy

The Objectives of the VFM strategy are to ensure:

- We run our business efficiently and effectively by aligning best practice procurement and transformation practices to our day-to-day operations.
- we comply with the RSH's Value for Money Standard and support achievement of the future VFM targets, whilst delivering our own VFM performance measures
- we continuously improve customer influence on VFM; embedding them in the heart of VFM decision making and encouraging scrutiny.
- we continuously improve colleague influence on VFM; enabling colleagues to have a VFM voice and ensure our services continue to innovate and provide best value.
- we create social value within our operations and our supply chains that delivers what's important to customers and the community

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Value for Money Metrics

This section complies with the regulatory requirement to annually publish evidence to enable stakeholders to understand our performance against our own VFM targets and those metrics set out by the Regulator. We also review how that performance compares to peers.

For peer benchmarking we have used the Value for Money Metrics and Reporting 2024 document published by the Regulator. We have compared our results against the previous year's results for 35 organisations of a similar size (10,000 to 19,999).

We also compare to a peer group of RPs from the North West. There are 33 providers in the North West. We chose RPs to be in the peer group which had 10,000-19,999 units throughout the last 4 years; with the addition of Great Places, as they are a close neighbour and not materially over 20,000 units. In the year ForHousing increased their unit numbers over 20,000, we have continued using them in the group for consistency. WCHG is the fourth largest of the providers and seven of the ten providers have very similar numbers of units to WCHG.

The data used for each provider is taken from the RPs published statutory accounts.

For clarity, the peer benchmarking compares 2024/25 metrics for WCHG against previous year metrics for peers

Registered provider	Social Housing units owned in March 2024
Bolton at Home	19,324
First Choice Homes	11,505
ForHousing	24,851
Great Places	26,451
Livv Housing	12,929
Magenta Living	12,805
One Manchester	12,290
One Vision	13,848
Regenda	13,042
Rochdale Boroughwide Housing	12,357
<i>WCHG at 31st March 2025</i>	13,949

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Section	Indicator	Actual						Target 2025	NW Peer Group 23/24 (Median - (m) all others are averages)	National Median Peer Group 2023/24	Forecast Target				
		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25				2025/26	2026/27	2027/28	2028/29	2029/30
Business Health	Operating Margin (overall)	7.00%	9.80%	19.32%	15.20%	17.30%	14.70%	15.10%	10.85% (m)	18.10%	12.30%	14.70%	18.50%	19.60%	21.60%
	Operating Margin (Social housing lettings)	6.40%	10.30%	20.66%	14.50%	16.00%	13.50%	13.70%	14.35% (m)	22.50%	11.20%	13.50%	15.90%	18.60%	20.70%
	EBITDA - MRI	158.90%	203.80%	261.30%	108.60%	430.20%	284.10%	224.40%	19.30%	123.00%	68.10%	102.20%	155.80%	145.50%	173.40%
Development Capacity and supply	New supply delivered (social housing)	0.30%	0.90%	0.34%	0.27%	0.80%	1.10%	1.50%	1.10%	1.40%	0.94%	0.70%	1.30%	2.70%	1.90%
	New supply delivered (non-social housing)	0.10%	0.10%	0.12%	0.07%	0.20%	0.10%	0.10%	0.00%	0.00%	0.00%	0.10%	0.20%	0.10%	0.10%
	Gearing	29.00%	23.50%	20.72%	20.88%	26.00%	27.40%	30.40%	37.40%	50.90%	30.50%	36.60%	38.60%	41.00%	41.20%
Outcomes Delivered Effective asset management Operating efficiencies	Reinvestment	3.30%	6.00%	5.47%	7.50%	13.30%	10.80%	17.70%	10.90%	10.50%	11.80%	17.00%	18.00%	14.90%	9.70%
	Return on Capital Employed	2.40%	2.70%	4.53%	3.90%	3.70%	3.20%	3.20%	2.50%	3.20%	2.60%	2.60%	3.60%	3.30%	3.60%
	Headline social housing cost per unit	£3,850	£3,720	£3,658	£4,579	£4,493	£5,240	£5,022	£4,320	£4,631	£5,630	£5,322	£5,305	£5,246	£5,077
	Management	£1,029	£927	£1,174	£1,311	£1,322	£1,391	£1,428							
	Service	£408	£376	£345	£437	£444	£556	£513							
	Maintenance	£718	£668	£742	£826	£855	£1,118	£914							
	Major repairs	£1,562	£1,648	£1,323	£1,906	£1,773	£2,077	£2,058							
	Other social housing	£133	£101	£74	£99	£99	£98	£108							

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Business Health

Operating Margin – this metric is defined as operating surplus divided by turnover and demonstrates the profitability of operating assets. The regulatory requirement is to show the overall operating margin but also that of social housing lettings only.

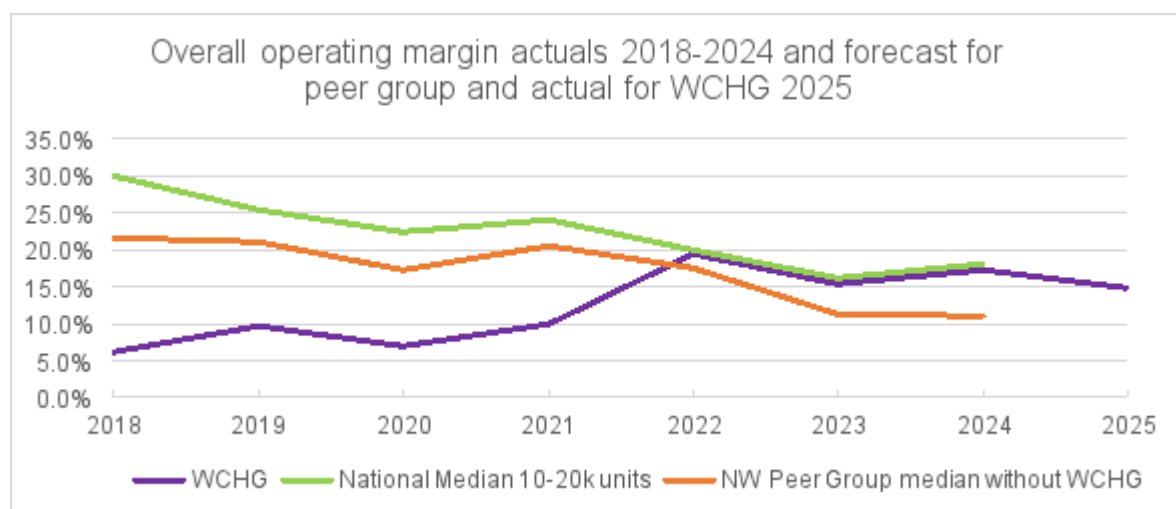
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Target 2024/25	NW peer Group Median 2023/24	National Peer Group Median 2023/24
Operating margin (overall)	7.0%	9.80%	19.32%	15.20%	17.30%	14.70%	15.10%	10.85%	18.10%
Operating margin (social housing lettings)	6.4%	10.30%	20.66%	14.50%	16.00%	13.50%	13.70%	14.35%	22.50%

Performance against target for overall margin

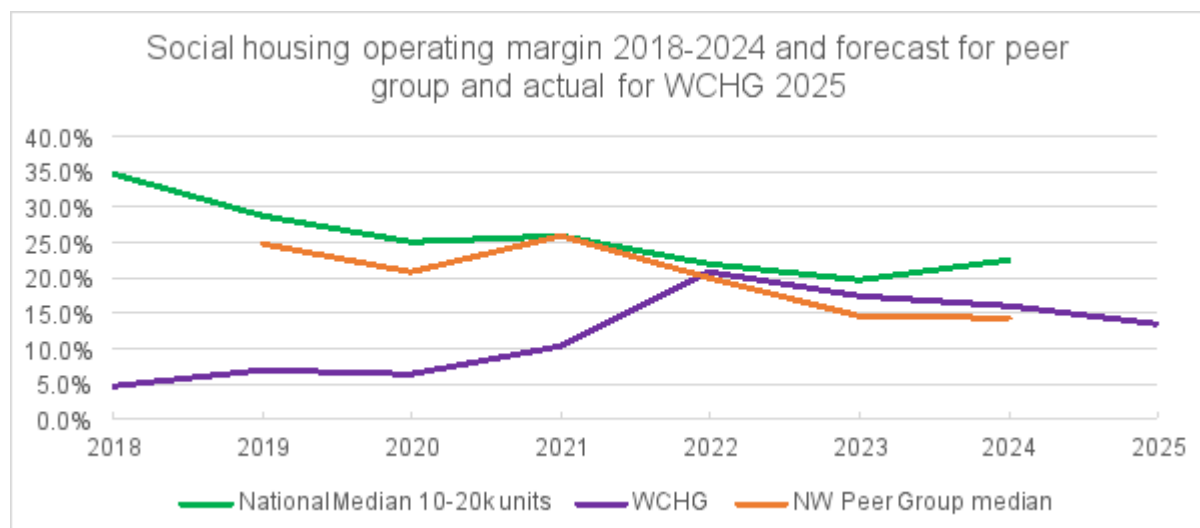
The performance was very close to the target despite additional spend on our properties. The Group has met increased customer demand and spent an additional £2.3m on repairs against budget. The operating margin has been sustained but not quite to the budget level. A higher turnover and lower than budgeted expenditure has enabled the Group to reduce the effect of the increased revenue spent. In particular:

- £1.3m additional rental income from properties ready for letting ahead of the budget assumptions and the continued re-letting of existing properties below formula rent at formula rent.
- Higher non-social housing turnover of £572k over target with a higher profit margin on this area of business
- Costs have risen in repairs but other areas of the business have held close to the target budget and in some cases not spent their budget. The Group has made £713k savings against budget on corporate budgets because of timing of projects and other expenditure.
- There were also some non-cash savings on depreciation and bad debts (totalling £549k).

Benchmarking:



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WCHG is placed between the National Median and the NW peer group. We know, anecdotally, that many NW peers have struggled to maintain their financial performance in 2024/25 so anticipate that the 2024/25 data will show that the WCHG drop of 2.6% in overall margin and 2.5% on social housing margin against last year is not out of step with others.

EBITDA-MRI - this metric (the acronym standing for Earnings Before Interest, Tax, Depreciation, Amortisation, Major Repairs Included) is defined as a key indicator of liquidity and investment capacity, as it seeks to measure the level of surplus that is generated compared to interest payable. The Regulator ratio is defined differently to our funders' required ratio of 'interest cover' which also seeks to measure liquidity.

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Target 2024/25	NW peer Group Average 2023/24	National Peer Group Median 2023/24
EBITDA-MRI %	158.9%	203.80%	261.34%	108.62%	430.20%	284.10%	224.40%	19.30%	123.00%

EBITDA-MRI is significantly impacted by the in-year pension benefit which moves the percentage from 153.7% to 284.10% when adjusted. Even without this benefit percentage achieved is significantly above 100%.

The result above has excluded the £1,015k refinancing related break costs because these are an exceptional item. We have shown the break costs with a dotted line in the graph below.

There has been a fall in our EBITDA MRI ratio. This is because of the level of investment in properties. A large increase in revenue and capital repairs has increased the cost per unit. The overall increase in cost per unit has led to a fall in earnings against the previous year.

The target does not include the effect of the pension adjustment. Therefore, without the pension adjustment WCHG performance is 153.7% against the target of 224%, a fall in performance against target, for reasons described above.

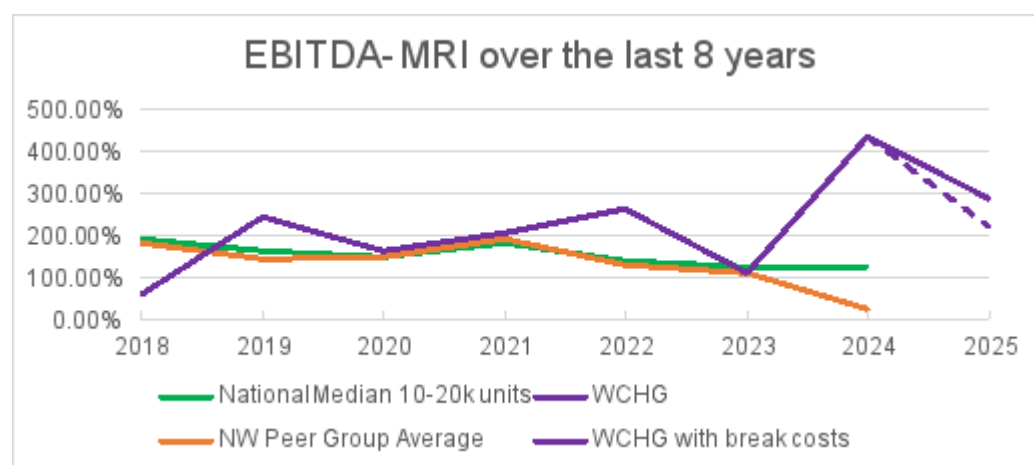
As part of the refinancing, the Group has changed its main loan covenant to EBTIDA-only, this means that the interest cover for our lenders is 507%. This is higher than the Regulator covenant as major repairs are not included. A fairer comparison is the Regulator EBTIDA-MRI against the previous lender covenant. The Regulator EBITDA-MRI is 284% and the previous lender covenant is 224%.

The basis of these measures is different for both the regulator and our funder. The Regulator includes our pension impact, which has been significant in the year, but excludes the impact of Right to Buy Sales which was improved considerably against the prior year. Our funders take a different view and

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exclude the significant pension impact as it is an accounting entry. They also include Right to Buy and Acquire Sales, presumably because these bring in cash to the Group which enables payment of interest.

Benchmarking:



Note- 2018 was a year of refinancing with large break costs hence the low EBITDA

WCHG's EBITDA-MRI is higher than many other peers but as noted above, in recent years, this is probably connected to the pension adjustment. In the NW peer group few RPs have this adjustment and those with it, have a less material impact on their accounts. Without the pension adjustment our EBITDA-MRI would be higher than local values but similar to the national picture. The values for the local peers contain a massive range that even the median result produces low numbers.

Development - Capacity & Supply

New supply delivered – this metric is defined as the units acquired or developed in the year as a proportion of existing stock. The Regulator requires that this metric be split to cover both social and non-social housing units.

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Target 2024/25	NW peer Group Average 2023/24	National Peer Group Median 2023/24
New supply delivered (social housing) %	0.30%	0.90%	0.34%	0.27%	0.80%	1.10%	1.50%	1.10%	1.40%
New supply delivered (non-social housing) %	0.10%	0.10%	0.12%	0.07%	0.20%	0.10%	0.10%	0.00%	0.00%

During the year a total of 169 homes were completed, made up of 158 (2024: 118) social housing units and 11 (2024: 23) non-social housing units, an overall increase against the previous year. The total might have been higher and was expected to be above 200 homes. The gap against the target was

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connected to two sites, Greenwood Road because of utility connection delays (40 units) and Benchill, which started on site later than expected, so a further 23 units fell into 2025/26.

Benchmarking:

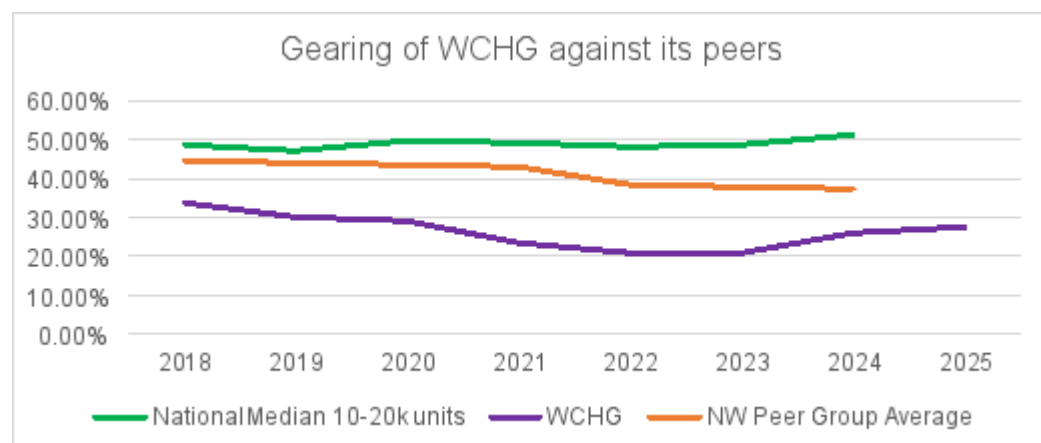
Across our local peer group, a total of 1,830 new homes were built during 2024. This gives an average of 183 homes, a median of 164 and a range zero to 517. Comparing our 169 homes to these statistics and bearing in mind our aspiration to build 200 homes puts us largely in line with our peers.

Gearing - this metric is defined as the proportion of borrowing in relation to the size of the asset base and is seen as a key indicator of potential growth. The Regulator gearing ratio is different to the 'financial indebtedness' ratio required by our funders, which is an alternative measure of gearing.

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Target 2024/25	NW peer Group Average 2023/24	National Peer Group Median 2023/24
Gearing	29.00%	23.50%	20.72%	20.88%	26.00%	27.40%	30.40%	37.40%	50.90%

The Group's gearing ratio was lower than the in-year target due to the £20m underspend on new development. Development had a budget of £62m and spent £42m. As development spend reduced, the asset additions reduced by the same amount. This has reduced the ratio against the target.

Benchmarking:



WCHG is not as highly geared as other organisations of our size nationally or even locally. It is a key strength of WCHG that we have capacity to borrow further funds to build more properties (or invest in other areas where required). However, it should be noted that WCHG previously elected to value its properties at 'deemed cost', which increases the value of the property assets, so gearing is lower by around 10% compared to others not adopting a similar treatment. If this is taken into account our gearing is similar to our local peers, none of which have revalued their assets.

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Outcomes Delivered

Reinvestment – this metric is defined as the scale of investment into existing housing and acquisition or development of new housing in relation to the size of the asset base.

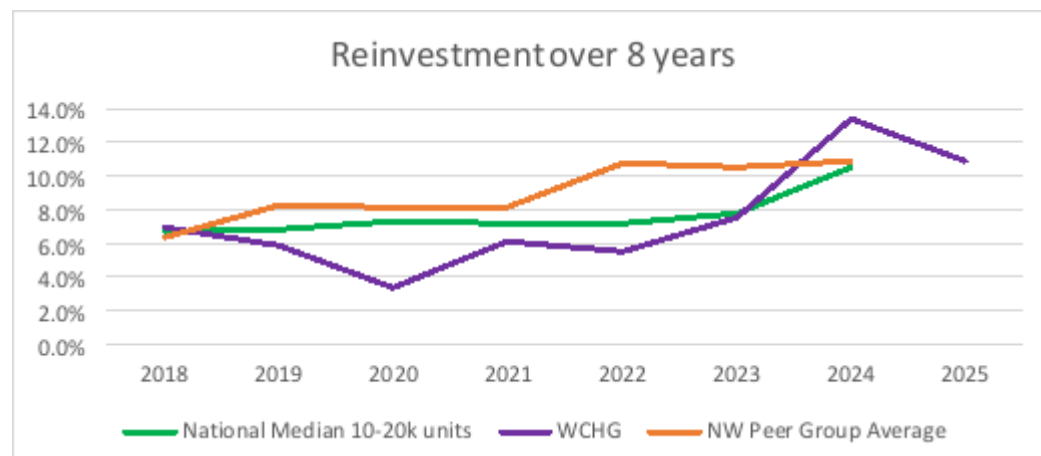
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Target 2024/25	NW peer Group Average 2023/24	National Peer Group Median 2023/24
Reinvestment	3.30%	6.00%	5.47%	7.50%	13.30%	10.80%	17.70%	10.90%	10.50%

Reinvestment: Reinvestment spend is connected to spend on existing buildings and development expenditure.

The target was to spend £62m on development and £15.7m on capital works to our existing stock. The actual spend was £39.8m and £16.5m respectively. Development were unable to spend the full budget due to delays on schemes. The main underspend being on Outwood Road (£10.4m) which has been delayed from March 2025 to the next financial year because of planning. Other significant underspends are Parkgate £0.9m, Varsity £1.6m and Amberley £1.7m. Parkgate and Varsity spend is dictated by the developer, Amberley is still working through planning.

Benchmarking:

At 10.80% in 2024/25 WCHG is similar to both the NW and national peer groups. With increases in development spend and capital investment in our existing homes to come, our ratio will continue to increase over the next 5 years. It remains far higher than 5 years ago.



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Effective Asset Management

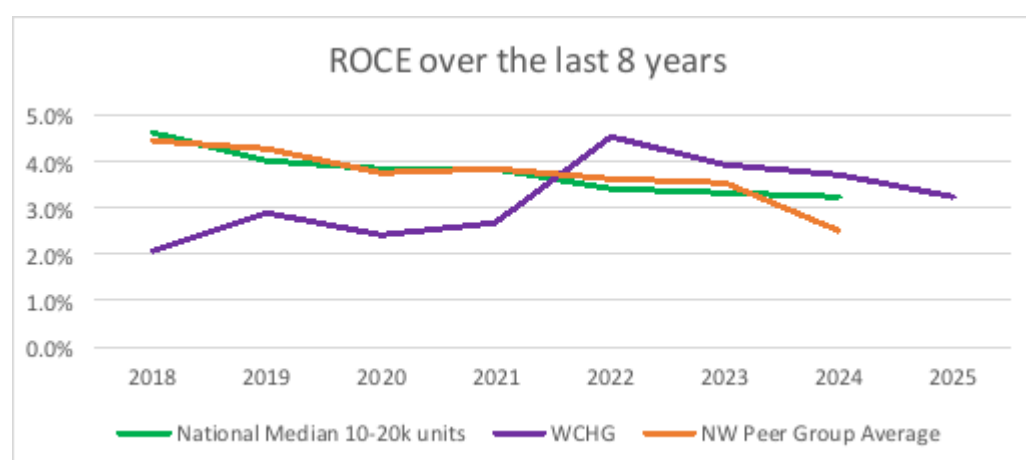
Return on Capital Employed (ROCE) – this metric assesses the efficient investment of capital resources by comparing the operating surplus to total assets less current liabilities.

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Target 2024/25	NW peer Group Average 2023/24	National Peer Group Median 2023/24
Return on Capital Employed	2.86%	2.70%	4.53%	4.10%	3.70%	3.20%	3.20%	2.50%	3.20%

ROCE is calculated by dividing the operating surplus by the net assets. WCHG has continued to invest in its stock through major repairs and there has continued to be c.£40m spent on the development of new homes, so the asset base of WCHG has increased in value. The operating surplus adjusted for the revaluation of investment properties and the share in joint venture is £16.6m, this is £1.2m more than budgeted, Operating surplus has been improved by increased rent levels from additional properties coming to let and relets at a higher level; under spends on corporate budgets, and finally, better than anticipated bad debts, voids, depreciation charges.

Benchmarking:

WCHG's ROCE has fallen over recent years as operating margins have fallen. However, nationally and locally this is also the case and WCHG has fallen to a level closer to the benchmarks. From anecdotal conversations, we anticipate that the benchmark data for year end 2025 will be lower or similar to WCHG.



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Operating Efficiencies

Headline Social Housing Cost Per Property – this metric uses the Regulator’s definition of headline social housing cost per property, which is then broken down into its key headings (management, maintenance, major repairs, service, other).

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Target 2024/25	NW peer Group Average 2023/24	National Peer Group Median 2023/24
Headline social housing cost per unit	£3,850	£3,720	£3,658	£4,579	£4,493	£5,240	£5,022	£4,320	£4,631
Management	£1,029	£927	£1,174	£1,311	£1,322	£1,391	£1,428		
Service	£408	£376	£345	£437	£444	£556	£513		
Maintenance	£718	£668	£742	£826	£855	£1,118	£914		
Major repairs	£1,562	£1,648	£1,322	£1,906	£1,773	£2,077	£2,058		
Other social housing	£133	£101	£74	£99	£99	£98	£108		

Performance against target

During the year, WCHG faced rising customer demand for repairs in volume and value. Our day to day repairs were overspent by £2.3m as a result and the maintenance cost per unit was £204 above the target (£263 higher than the previous year). The Board sanctioned meeting this additional repairs demand. The increase in demand has come from rising customer expectations but also because many components are entering the last few years of their useful economic lives.

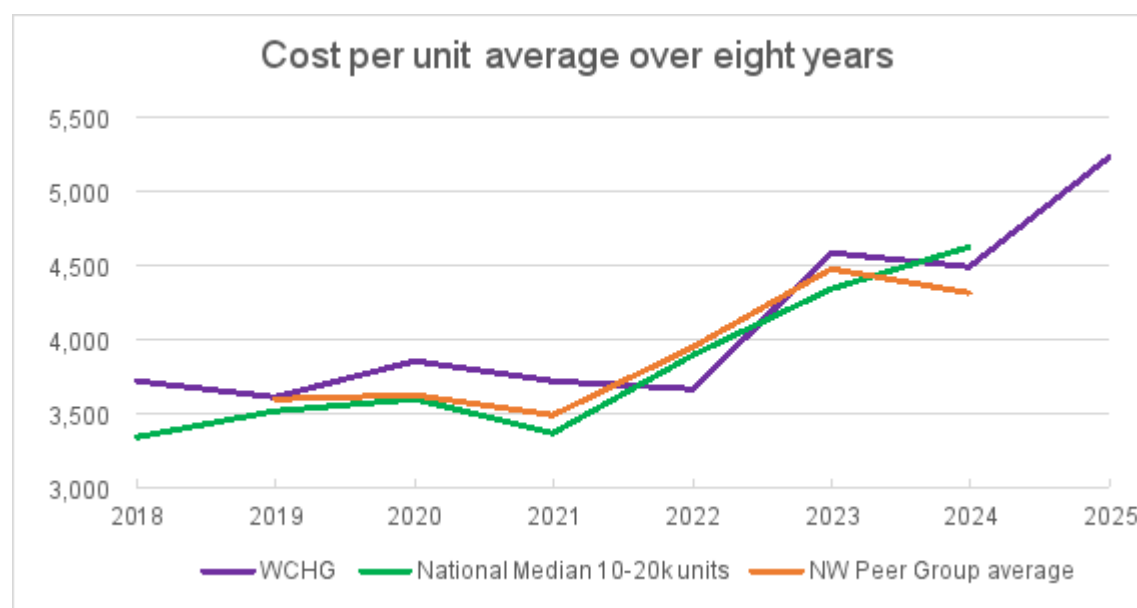
Major repairs is only slightly above budget. Whilst major repair costs were reduced to accommodate the additional repairs costs, additional grant and therefore spend on WAVE 2 funding allowed the major repairs levels to remain close to target.

Service costs were above budget and continue to rise year on year. This is due to overspends in communal areas which were not budgeted, some of these costs will be reclaimed in due course through service charges.

Management costs are below budget because some corporate budgets linked to business transformation, insight and communications were not spent due to the timing of projects.

Overall, our cost per unit has risen to £5,240 which is £218 above the target and £747 higher than the prior year. This continues a 3 year period of large increases in the cost per unit. This year the increase is less around inflation, more about a rise in customer demand and need.

Benchmarking:



In 2024 WCHG was between national and local peers in spend. This year the costs have significantly increased. We know that the costs across the sector have increased because of demand and do not think we will be an outlier when the 2025 data is available. The Group has pushed forward with investment in energy efficient works and has nearly completed the installation in fans in every property to help prevent damp and mould; something that is over and above a normal year's costs. Alongside this, WCHG has continued to invest in its Business Transformation programme.

Assets and Carbon Reduction

The Board's Asset Management strategy supports the corporate plan objectives and sets the framework to drive value for money from our property portfolio. We aim for an optimal return on assets and have in place policies and standards that ensure assets are well maintained, comply with appropriate standards and are supported by management activities & interventions. The strategy is aligned to four key pillars as follows;

Pillar 1 - Data led delivery	To maximise the value for money achieved through the investment in our property portfolio
Pillar 2 - Building safety /compliance	Maintaining the excellent safety standards of our homes and assets within an evolving regulatory framework
Pillar 3 - Decarbonisation	To manage choices, tensions and trade-offs in meeting the decarbonisation challenge across the property portfolio
Pillar 4- Repairs and maintenance	To maximise the value, quality, and customer experience delivered through our R&M service

The Savills SHAPE¹ asset performance model enables net present values to be routinely established for our properties. These are then compared and monitored to intelligently influence our business planning processes and interventions.

The Board have actively reviewed poor performing asset groups and applied ethical decision making on investment, intervention or renewal. This approach also enables considerable benchmarking with other North West RPs and the ability to develop realistic objectives and metrics. Through driving the

¹ SHAPE – Social Housing Asset Performance Evaluation

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return on assets, we are able to influence the value of our stock and future capacity of the business to support our growth and community investment aspirations.

We recognise the importance of reliable asset data and have strengthened our approach to Stock Condition Surveys in recent years. 20% of our homes are surveyed annually by external Chartered Surveyors to ensure a robust long-term business planning process. We now have physical survey data covering over 98% of our homes with over 86% completed within the last 5 years. We have also visited and inspected 100% of homes in the last 12 months to complete a Health & Safety check of the home. This approach allows a rolling programme of inspections of every home and proactively identifies deterioration and interventions alongside supporting our customers needs.

This robust data and understanding of our homes has enabled WCHG to respond swiftly to challenges in recent years around property condition such as damp and mould. During the year we achieved 96% of our homes having a modern humidistat controlled ventilation system which is our new standard to enhance and create a healthier home. We proactively identified interventions in over 25% of our homes where customers had not identified work to us. This has had a positive impact on high levels of customer satisfaction, low levels of legal disrepair claims and low levels of complaints when we benchmark and compare ourselves to peers and regulatory published data.

Our focus on proactive surveys and data collection has also enabled us to model and strengthen our approach to solutions and options for the Board on the net-zero carbon challenge. The Board have accommodated the immediate 2030 challenge to achieve energy SAP C for all our homes by 2030 and we have established during the year a detailed programme to achieve this more immediate target. The positive impact for our customers on lower energy bills, affordable warmth and healthier homes ensures customers have greater resilience in challenging times of inflationary energy prices.

Our Carbon Reduction Strategy sets out the detail and commitments for the organisation in supporting this Corporate Plan theme. During the financial year, we have delivered a significant investment across our homes to improve thermal efficiency accessing government grant of £2m to improve over 200 homes. Attracting external grants into Wythenshawe strengthens the range of improvements we are able to make to our homes, lowers our dependency on carbon and improves affordable warmth for customers. We now have 7% of our homes having a source of renewable energy which compares to a national position of 0.9% of English housing stock. Our strategy supports Manchester City Council's commitment to be a carbon zero city by 2038 and respond to the requirements of current & future, national and international policy.

The Carbon Reduction Strategy highlights seven themes to support delivery of objectives across all areas of the business:

Theme	Focus
Governance	Embed carbon reduction as a corporate plan priority for resources, ways of working and culture.
Stock and existing assets	Ensure the Asset Management Strategy will deliver radical and rapid energy efficiency improvement programmes across the housing Stock, in line with the approved business plan.
New Build	Avoid adding assets that increase the decarbonisation challenge.
Energy	Reduce consumption, and transition to renewable energy sources.
Waste	Reduce waste generation and maximise recycling.
Transport	Reduce carbon emissions and maximise the efficiency of travel connected to our business and service delivery.
Ecology	Minimise the negative impact and maximise the positive impact of our activity on the natural environment.

Within the 'stock & existing assets' theme of our strategy (which accounts for c.80% of emissions), the Group received Social Housing Decarbonisation Funding (SHDF), through wave 1 and wave 2 government allocations, kickstarting our journey to net zero homes. Wave 1 funding delivered over 100 retrofit homes and wave 2 is targeting 250 homes. Strong progress has been made by embedding SAP C enhancements into all planned workstreams and routine empty homes work. During the year, we enhanced 153 homes from SAP D to SAP C at relet stage and continue to embed sustainability into our 'business as usual' activity.

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We continue to refine our energy data through a programme of domestic energy surveys, (currently 94% of homes are covered by a valid survey), refining our asset models to ensure the costs of net zero by 2050 are fully understood through stress testing on our business plan. Our net zero costs are now also informing the NPV SHAPE modelling work, further enhancing our intelligence and investment decision making. Going forward the Group will continue to develop our commitment to long term carbon reduction across property assets and business operations, within a prudent framework of business planning.

The Group continues to manage adherence to various standards including Decent Homes compliance, energy performance standards and building safety requirements. Our Asset software system, Promaster, is an essential specialist tool for this asset planning process. Our approach is underpinned by live performance data which influences our day-to-day decisions on maintenance, empty homes management and preventative decision making. The Group continues to focus on a range of measures including turnover, demand, letting times, void costs and compliance to drive performance, target efficiency gains and improve tenant satisfaction measures. Our transactional performance and range of TSM performance for the year remains above Greater Manchester sector peers, which indicates our strong commitment to property investment delivery and high-quality asset services.

Treasury Management and Capital Structure

The Group utilises financial instruments in order to provide long term finance for the Group's activities, which exposes the Group to a range of financial risks. The Board approves a Treasury Policy and Annual Treasury Strategy with guidance from independent treasury advisors, designed to mitigate the following financial risks:

Interest rate risk – The risk that changes to interest rates impacts on the financial viability of the Group. This is managed by the use of an optimum balance of fixed and variable rate loan facilities, reviewed annually.

Liquidity / cash flow risk – The risk of running out of cash or available loan facilities necessary to meet the Group's financial commitments. In order to manage this the Treasury Policy sets rules around the minimum holding of cash and instant access funds, along with a range of controls around cash flow forecasting. In addition to these minimum holdings, at 31 March 2025, the Group had £127.5m of undrawn committed facilities.

Credit / counterparty risk – The risk of contracting financial instruments with organisations that are not of good financial standing resulting in loss of funds. The Treasury Policy requires that all counterparties have a prudent minimum credit rating, in order to ensure the security of the principal sums invested.

Refinancing risk – The risk that loan facilities cannot be refinanced at a market interest rate at the end of their term. The Group manages this by closely monitoring the maturities of all loan facilities, planning any renewal or refinancing of facilities early, to maximise the ability to obtain competitive rates in the light of prevailing market conditions.

Currency risk – the risk that the Group's viability is affected by adverse foreign exchange rate movements. However, the Group borrows only in sterling and so is not exposed to such risk.

The Group's new loan funding portfolio as at 31 March 2025 significantly reduces refinancing risk and is detailed in the table below. This includes a £90m note purchase agreement which is fully drawn at a revised fixed rate of 3.85% per annum (previously 3.4%). At the end of the year there were two investors, M&G Investments (£44.5m) and Aviva Life & Pensions UK (£45.5m).

There is an increased £127.5m loan facility with NatWest, including an £87.5m 15 Year Term Loan (undrawn) and a new 5 year £40m revolving credit facility (undrawn) with the option for two further one year extensions. £21m of old fixed rate debt was repaid, incurring break costs of £1.1m. This new loan facility with Natwest required a top-up in homes secured against the overall loan.

There is a new £83.5m bond with the government-backed Affordable Homes Guarantee Scheme (AHGS) through Saltire Finance Plc. This bond is fully drawn at a fixed rate of 4.818% and is

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repayable in December 2033. This loan is split into 2 separate elements. £41.75m Existing Asset Investment (EAI) and £41.75m Approved Pipeline Scheme (APS). The APS element of the loan security whilst the EAI was not secured against our homes.

Funder	Loan facility	Loans drawn	Loans undrawn	Security	Asset Cover Ratio*	Homes**
Natwest Total	£127.5m		£127.5m	£165.8m	118% (110%)	4,212
M&G/Aviva	£90.0m	£90.0m		£156.7m	166% (105%)	3,914
AHGS ***	£83.5m	£83.5m		£51.2m	117% (105%)	1,414

***Funding agreement asset cover limits included in brackets**

****Homes secured against the facilities**

*****Affordable Homes Guarantee Scheme**

Based on asset cover requirements of 110%, the Group has scope for additional funding of c.£202m given there are 32% of homes un-encumbered. The Group protects itself against the full impact of uncertainty and, in particular, interest rate increases, by having an appropriate proportion of its debt at fixed rates – at 31 March 2025 all drawn debt is at fixed rates – the £90m note purchase agreement is at 3.85%, whilst the AHGS £83.5m has a fixed rate of 4.818%.

The Group's effective interest rate for 2024/25 was 4.26% which is lower than the sector's average effective interest rate of 4.4% for 2023/24 (Source: Regulator of Social Housing: 2024 Global Accounts of private registered providers). The effective interest rate for 2024/25 has increased from last 3.9% last year. However the full effect of fully drawn loan facilities will not be seen until 2026/27.

Post Balance Sheet Events

There have been no events since 31 March 2025 that have had a significant effect on the Group's financial position shown within these financial statements.

Principal risks and uncertainties

The Group has a risk management framework in place and has fully embedded the risk management process throughout the business. The risk management process includes regular identification and review of risks on the strategic risk register by Board, Audit & Risk Committee, the Executive team and operational managers. The Group risk management processes include, but are not limited to:

- An Audit & Risk Committee with delegated authority from the Board for oversight of risk and internal control processes
- An established 'Three lines of defence' risk and assurance governance model
- A risk appetite statement that is regularly reviewed by the Board
- Established stress testing and regular evaluation of cumulative risk exposures
- A strategic risk register with regular updates to the Board and Audit & Risk Committee
- Operational risk registers for all business areas
- Programme and Project Risk Registers for the Transformation Programme

The Group's risk appetite is determined by the Board and is influenced by the capacity of the business to manage the risk if it were to materialise, the longer-term consequences of the risk and the return achieved by taking such risks. The most significant judgements are associated with investment decisions on development schemes, the asset management strategy and carbon reduction strategy, the customer offer, obligations under regulation and legislation, and also maintaining sufficient financial capacity and headroom. In general, the Group has a low level of appetite for risks that would impact our record on areas such as regulatory compliance, health and safety, the provision of services to tenants and leaseholders and reputational damage. We have a higher level of risk appetite for development and strategic asset management, technology, value for money, people & culture, and

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transformation. This will be balanced against ensuring an acceptable level of reward for the risk accepted and that the controls in place will manage these risks.

Risk-based stress testing is crucially important to the organisation's understanding of risk and a range of sensitivities and stress tests are applied to the Business Plan, for example how the impact of changes to inflation, interest rates or a sharp drop in income might affect the future viability of the Group. The Board have also reviewed a number of multivariate stress tests based on the simultaneous crystallisation of risks from the strategic risk register. Annually the Board reviews the actions Board would take in the event of a significant financial shock to the organisation, noting that these actions are different depending on the nature of the issue.

The principal risks and uncertainties currently facing the Group are detailed in the following table:

Risk	Impacts	Key Controls and Assurance
Data Accuracy and Cyber Risks	Loss of data, loss of systems accessibility, Poor service provision based on inaccurate data	<ul style="list-style-type: none"> IT System controls External penetration testing Mandatory annual GDPR/e-learning for all staff including focus on remote working risk Rollout of software to reduce data leakage risk Phishing simulation and e-learning system introduced Board approved Data Strategy Cyber Essentials
Financial Viability - Budget pressures, inflation and cost increases, future funding requirements Failure to achieve value for money	Breach of loan covenants Inability to deliver property investment or development programme Reduction in services to customers	<ul style="list-style-type: none"> Financial Reporting to Board Value for Money Strategy External review of Treasury Strategy Horizon scanning Stress testing and mitigation plans reviewed by Board
Non compliance with Regulatory Standards, laws and regulations	Resources used to manage/repair reputation Loss of confidence of funders, partners, stakeholders, customers Reputational damage Deterioration in quality of services to customers	<ul style="list-style-type: none"> Performance Reporting to board Asset Investment programme & tenancy audits Communications & PR Team Board oversight and reporting to Board Customer Experience Committee review of Consumer Standard compliance Audit & Risk Committee assurance reporting
Customer Safety - Building Safety Asset Health & Safety Compliance Safeguarding	Serious injury/death Loss of property stock	<ul style="list-style-type: none"> Policy framework and management reporting framework ISO 45001 accreditation Regular Board and Committee reporting and oversight Health & Safety Committee oversight Dedicated specialist personnel in these functions Updated Fire Risk Assessments and planned implementation of recommendations Third party compliance testing and auditing
Quality of Homes - Stock not meeting Decent Homes Standard	Poor living environment for customers, damp & mould, poor quality of estates Reputational Damage	<ul style="list-style-type: none"> Asset Management Strategy Stock condition survey of all stock every five years with investment works scheduled to ensure continued compliance with Decent Homes Standard Tenancy Audit Team

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Meeting carbon net zero targets		<ul style="list-style-type: none"> • Damp & Mould Policy and performance reporting to Board • Carbon Reduction Strategy approved by Board • Strategic asset reviews based on external housing asset performance assessment
Customer Expectations and Demand Management - - Services not meeting diverse needs of customers	Failing levels of customer satisfaction Breach of Consumer Standards	<ul style="list-style-type: none"> • Community & Neighbourhood Development Strategy • Living and Ageing Well Strategy • Regular performance reporting to Customer Experience Committee and Board • Customer First programme • Transformation Programme delivering programme of service improvement and change projects • Living Well fund providing additional financial support for tenants
Growth & Development Not effectively identifying and/or maximising opportunities for sustainable growth and development	Reduction in numbers of new properties built Reputational damage Reduction in generation of income from sales and rental homes	<ul style="list-style-type: none"> • Development Strategy • Strategic partnerships and joint ventures • Community engagement and placemaking
Culture, Capacity and Capability Not having the right organisational culture, capacity and capabilities to deliver the Business Strategy	Inconsistencies or deterioration in quality of services provided Increased colleague turnover and lower colleague morale	<ul style="list-style-type: none"> • People Strategy • Target Operating Model review • Transformation Programme • Inclusion Strategy • Colleague learning and development programme

Approved by



Simon Morris
Executive Director of Finance
28 July 2025

WYTHENSHAW COMMUNITY HOUSING GROUP LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WYTHENSHAW COMMUNITY HOUSING GROUP LIMITED

Opinion

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

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the

WYTHENSHAW COMMUNITY HOUSING GROUP LIMITED

audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

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

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

Responsibilities of the Board

As explained more fully in the Board's responsibilities statement set out on page 14, 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 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 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.

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

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

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

We obtained an understanding of the legal and regulatory frameworks within which the Group and Parent Association operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements such as the Co-operative and Community Benefit Societies Act 2014 (and related Directions and regulations), the Housing and Regeneration Act 2008 and other laws and regulations application to a registered social housing provider in England together with the Housing SORP, along with the Companies Act 2006. We assessed the required compliance with these laws and regulations as part of our audit procedures on

WYTHENSHAW COMMUNITY HOUSING GROUP LIMITED

the related financial statements items.

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

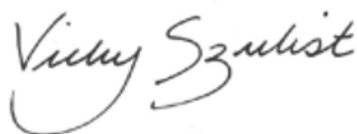
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Group and Parent Association and other management and inspection of regulatory and legal correspondence, if any.

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

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the Parent Association's members as a body in accordance with the Co-operative and Community Benefit Societies Act 2014 and the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the Parent 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 Parent Association and the Parent Association's members as a body, for our audit work, for this report, or for the opinions we have formed.



Vicky Szulist
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
3rd floor
St George's House
56 Peter Street
Manchester
M2 3NQ

24 September 2025

WYTHENSHAW COMMUNITY HOUSING GROUP LIMITED

Consolidated Statement of Comprehensive Income- Group for the year ended 31 March 2025

	Note	2025 £000	2024 £000
Turnover	3	92,181	80,330
Cost of sales	3	(10,413)	(6,237)
Operating costs	3	(68,189)	(60,185)
Movement in fair value of investment properties	3	986	856
Surplus on sale of fixed assets – housing properties	6	3,155	1,915
Operating surplus		17,720	16,679
Movement in fair value of financial instruments	25	561	89
Share of (deficit)/surplus in Joint venture		(124)	152
Interest receivable and other income	7	501	822
Interest payable and similar charges	8		
- Loan interest		(5,442)	(3,548)
- Non utilisation fees		(233)	(200)
Other finance charges	31	2,087	1,617
Surplus on ordinary activities before taxation		15,070	15,611
Tax on surplus on ordinary activities	11	4	18
Surplus for the financial year		15,074	15,629
Actuarial gain/(loss) in respect of pension schemes	31	17,749	6,335
Total comprehensive income for the year		32,823	21,964

The operating surplus for the year arises from the Group's continuing operations.

The accompanying notes form part of these financial statements.

The financial statements were authorised and approved by the Board on 28 July 2025 and are signed on its behalf by:

Nick Crofts
Chair of the Board



Anthony Bell
Chair of Audit & Risk



Simon Morris
Secretary



WYTHENSHAW COMMUNITY HOUSING GROUP LIMITED

Statement of Comprehensive Income - Association for the year ended 31 March 2025

	Note	2025 £000	2024 £000
Turnover	3	92,787	81,103
Cost of sales	3	(10,990)	(6,955)
Operating costs	3	(68,129)	(60,124)
Movement in fair value of investment properties	3	986	856
Surplus on sale of fixed assets – housing properties	6	3,155	1,915
Operating surplus		17,809	16,795
Movement in fair value of financial instruments	25	561	89
Interest receivable and other income	7	584	886
Interest payable and similar charges	8		
- Loan interest		(5,442)	(3,548)
- Non utilisation fees		(233)	(200)
Other finance charges	31	2,087	1,617
Gift Aid		-	44
Surplus on ordinary activities before taxation		15,366	15,683
Tax on surplus on ordinary activities	11	-	-
Surplus for the financial year		15,366	15,683
Actuarial gain/(loss) in respect of pension schemes	31	17,749	6,335
Total comprehensive income for the year		33,115	22,018

The operating surplus for the year arises from the Group's continuing operations.

The accompanying notes form part of these financial statements.

The financial statements were authorised and approved by the Board on 28 July 2025 and are signed on its behalf by:

Nick Crofts
Chair of the Board



Anthony Bell
Chair of Audit & Risk



Simon Morris
Secretary



WYTHENSHAW COMMUNITY HOUSING GROUP LIMITED

Consolidated Statement of Changes in Reserves - Group for the year ended 31 March 2025

	Income and expenditure reserve £000	Restricted reserve £000	Revaluation reserve £000	Total £000
Balance at 1 April 2023	203,297		69,749	273,046
Surplus for the year	15,628	-	-	15,628
Other comprehensive income for the year	(1,436)	-	-	(1,436)
Transfer from revaluation reserve to income and expenditure reserves	3,781	-	(3,781)	-
Balance at 1 April 2024	221,270		65,968	287,238
Surplus for the year	15,074	-	-	15,074
Other comprehensive income for the year	17,749	-	-	17,749
Removal of pension asset	(19,849)	-	-	(19,849)
Transfer from revaluation reserve to income and expenditure reserves	3,781	-	(3,781)	-
Balances at 31 March 2025	238,025	-	62,187	300,212

The accompanying notes form part of these financial statements.

WYTHENSHAW COMMUNITY HOUSING GROUP LIMITED

Statement of Changes in Reserves - Association for the year ended 31 March 2025

	Income and expenditure reserve £000	Restricted reserve £000	Revaluation reserve £000	Total £000
Balance at 1 April 2023	203,441	-	69,749	273,190
Surplus for the year	15,683	-	-	15,683
Other comprehensive income for the year	(1,436)	-	-	(1,436)
Transfer from revaluation reserve to income and expenditure reserves	3,781	-	(3,781)	-
Balance at 1 April 2024	221,469	-	65,968	287,437
Surplus for the year	15,366	-	-	15,366
Other comprehensive income for the year	17,749	-	-	17,749
Removal of pension asset	(19,876)	-	-	(19,876)
Transfer from revaluation reserve to income and expenditure reserves	3,781	-	(3,781)	-
Balances at 31 March 2025	238,489	-	62,187	300,676

The accompanying notes form part of these financial statements.

WYTHENSHAW COMMUNITY HOUSING GROUP LIMITED

Consolidated Statement of Financial Position - Group as at 31 March 2025

	Note	2025 £000	2024 £000
Intangible fixed assets	12	621	211
Tangible fixed assets			
Housing properties	13	425,026	391,780
Other tangible fixed assets	14	9,024	9,047
Investment Properties	15	25,369	20,244
Investment in Joint Venture	17	2,261	2,261
Investment	18	20	20
Total fixed assets		462,321	423,563
Current assets			
Properties for sale	19	3,841	5,601
Stock	20	226	190
Debtors	21	10,086	6,713
Cash and cash equivalents		54,734	9,304
		68,887	21,808
Creditors: Amounts falling due within one year	23	(18,501)	(13,161)
Net current assets		50,386	8,647
Total assets less current liabilities		512,707	432,210
Creditors: amounts falling due after more than one year	24	(212,495)	(144,971)
Provisions for liabilities:			
Defined benefit pension liability	31	-	-
Other provisions	32	-	-
		(212,495)	(144,971)
Total net assets		300,212	287,238
Capital and reserves			
Non-Equity share capital	33	-	-
Revenue reserve	34	238,025	221,270
Revaluation reserve	35	62,187	65,968
		300,212	287,238

The accompanying notes form part of these financial statements.

The financial statements were authorised and approved by the Board on 28 July 2025 and are signed on its behalf by:

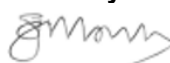
Nick Crofts
Chair of the Board



Anthony Bell
Chair of Audit & Risk



Simon Morris
Secretary



WYTHENSHAW COMMUNITY HOUSING GROUP LIMITED

Statement of Financial Position – Association as at 31 March 2025

	Note	2025 £000	2024 £000
Intangible fixed assets	12	621	211
Tangible fixed assets			
Housing properties	13	425,363	392,010
Other tangible fixed assets	14	9,024	9,047
Investment Properties	15	25,369	20,244
Investment	18	20	20
Total fixed assets		460,397	421,532
Current assets			
Properties for sale	19	3,853	5,615
Stock	20	226	190
Debtors	21	9,906	6,510
Cash and cash equivalents		54,631	9,202
		<u>68,616</u>	<u>21,517</u>
Debtors: Amounts falling due after more than one year	22	2,678	2,553
Creditors: Amounts falling due within one year	23	(18,520)	(13,194)
Net current assets		52,774	10,876
Total assets less current liabilities		513,171	432,408
Creditors: amounts falling due after more than one year	24	(212,495)	(144,971)
Provisions for liabilities:			
Defined benefit pension liability	31	-	-
Other provisions	32	-	-
		<u>(212,495)</u>	<u>(144,971)</u>
Total net assets		300,676	287,437
Capital and reserves			
Non-Equity share capital	33	-	-
Revenue reserve	34	238,489	221,469
Revaluation reserve	35	62,187	65,968
		<u>300,676</u>	<u>287,437</u>

The accompanying notes form part of these financial statements.

The financial statements were authorised and approved by the Board on 28 July 2025 and are signed on its behalf by:

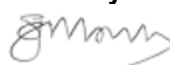
Nick Crofts
Chair of the Board



Anthony Bell
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Simon Morris
Secretary



WYTHENSHAW COMMUNITY HOUSING GROUP LIMITED

Consolidated Statement of Cash Flows for the year ended 31 March 2025

	Note	2025 £000	2024 £000
Net cash inflow from operating activities	36	28,538	21,517
Cash flow from investing activities			
Purchase and construction of housing properties	13	(46,636)	(39,354)
Purchase of tangible fixed assets	14	(453)	(882)
Purchase of intangible fixed assets	12	(566)	-
Purchase of investment properties	15	(3,519)	(5,115)
Proceeds from sale of housing properties	6	4,122	2,633
Grants received	27	8,014	-
Share of JV surplus received		-	29
Interest received		229	1,005
		(38,809)	(41,684)
Cash flow from financing activities			
Interest paid		(4,371)	(4,368)
New secured loans		83,500	-
Loan arrangement costs		(2,428)	-
Repayment of borrowing		(21,000)	-
Investment in Joint Venture	17	-	(1,238)
		55,701	(5,606)
Net change in cash		45,430	(25,773)
Cash at beginning of the year		9,304	35,077
Cash at the end of the year		54,734	9,304

The accompanying notes form part of these financial statements.

WYTHENSHAW COMMUNITY HOUSING GROUP LIMITED

Notes to the Financial Statements for the year ended 31 March 2025

1. Legal status

Wythenshawe Community Housing Group Limited is registered under the Co-operative and Community Benefit Society Act 2014 and is a registered provider of social housing.

Wythenshawe Community Housing Group Limited has two subsidiaries; Garden City Design & Build Limited and Garden City Trading Limited. Both are these are registered under the Companies Act and develop new affordable and commercial housing respectively.

The Group's registered office is Wythenshawe House, 8 Poundswick Lane, Manchester, M22 9TA.

2. Accounting Policies

Basis of accounting

The financial statements have been prepared in accordance with UK Generally Accepted Accounting Practice (UK GAAP) including Financial Reporting Standard 102 (FRS102) and the Statement of Recommended Practice (SORP) Accounting by Registered Social Housing Providers (Housing SORP 2018) and comply with the Accounting Direction for Private Registered Providers of Social Housing 2022.

In preparing the individual financial statements of the parent association, advantage has been taken of the following disclosure exemptions available in FRS102:

- No cash flow statement has been presented for the parent company;
- Disclosures in respect of the parent association's financial instruments (including categories of financial instruments; items of income, expenses, gains or losses relating to financial instruments; and the exposure to and management of risk) have not been presented as equivalent disclosures have been provided in respect of the Group as a whole;

The Group's financial statements have been prepared in compliance with FRS 102. The Group meets the definition of a public benefit entity (PBE). The financial statements are presented in sterling (£000's).

Going concern

The assessment of the significant risks faced by the Group is considered in various sections of this annual report. The results of this analysis, combined with satisfactory VFM metrics, good asset values and significant headroom in loan covenants, has led to the Board's judgement that WCHG has a financially robust long-term Business Plan, including potential mitigations which indicate sufficient resilience to respond to different stress testing scenarios. Overall this demonstrates WCHG's ability to remain financially viable.

The Board therefore has a reasonable expectation that the WCHG has adequate resources to continue in operational existence for the foreseeable future, being a period not less than twelve months after the date on which this annual report and financial statements are approved. For this reason, the Board continues to adopt the going concern basis in the financial statements. In reaching this view the Board has fully appraised the changing business environment facing WCHG, it has considered the financial projections set out in the long-term Business Plan, the results of stress tests and assessed the strategic risks faced and the means available to it to mitigate these risks.

Significant judgements and estimates

Preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the Statement of Financial Position date and the amounts reported for income and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates.

WYTHENSHAW COMMUNITY HOUSING GROUP LIMITED

Significant management judgements

The following are the significant management judgements made in applying the accounting policies of the Group that have the most significant effect on amounts recognised in the financial statements:

- i. **Capitalisation of property development costs** - the Group capitalises development expenditure in accordance with the accounting policy set out in the notes to these financial statements. Initial capitalisation of costs is based on management's judgement that development scheme is confirmed, usually when Board approval has taken place including access to the appropriate funding. In determining whether a project is likely to cease, management monitors the development and considers if changes have occurred that result in impairment.
- ii. **Categorisation of housing properties** - the Group has undertaken a review of the intended use of all housing properties. In determining the intended use, the Group has considered if the asset is held for social benefit or to earn commercial rentals. The Group has determined that market rented properties are investment properties.
- iii. **Classification of loans** – the Group has reviewed the terms of loan agreements in accordance with the requirements of FRS 102. Following this it has been concluded that there was a £7m fixed rate loan within WCHG that had a callable option on it (details within note 25) and therefore was classified as non-basic with the fair value adjustment being recognised through the statement of comprehensive income. The loan was repaid during the year and all other loans are considered basic and are held at amortised cost.
- iv. **Impairment** - As part of the Group's continuous review of the performance of assets, management identify any homes, or schemes, that have increasing void losses, are impacted by policy changes or where the decision has been made to dispose of the properties. These factors are considered to be an indication of impairment. Where there is evidence of impairment, the fixed assets are written down to the recoverable amount and any impairment losses are charged to operating surpluses.

Estimation uncertainty

Information about estimates and assumptions that have the most significant effect on the recognition and measurement of assets, liabilities, income and expenses is provided below:

- i. **Tangible fixed assets** – other than investment properties, tangible fixed assets are depreciated over their useful lives, taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation, product life cycles, maintenance programmes and any changes to the Decent Homes Standard (which may require more frequent replacement of key components) are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.
- ii. **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 Group engages independent valuation specialists to determine 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.
- iii. **Pension and other post-employment benefits** - the cost of defined benefit pension plans and other post-employment benefits are determined using actuarial valuations. The actuarial valuation involves making assumptions about discount rates, future salary increases, mortality rates and future pension increases. Due to the complexity of the valuation, the underlying assumptions and the long-term nature of these plans, such estimates are subject to significant uncertainty. Further details are given in Note 31. The liability as at 31 March 2025 was £nil.
- iv. **Fair value measurement** – Management uses valuation techniques to determine the fair value of financial instruments (where active market quotes are not available) and non-financial assets. This involves developing estimates and assumptions consistent with how market participants would price the instrument. Management bases its assumptions on observable data as far as

WYTHENSHAW COMMUNITY HOUSING GROUP LIMITED

possible but this is not always available. In that case management uses the best information available. Estimated fair values may vary from the actual prices. Fair value measurements have been applied to a £7m fixed rate loan which had an option during the year. The loan was repaid and the fair value provision was released (2024: £7,561k). The movement in the fair value of financial instruments recognised in the Statement of Comprehensive Income for the year is £561k (2024: £89k)

- v. **Bad Debts and Write Offs** - The Group provides against general debtors and rent arrears of current and former tenants to the extent that they are considered to be irrecoverable. An estimation of rent arrears that will not be recovered is made on the following basis:

Current tenants:	Arrears of up to 4 weeks	0%
	Arrears of 4 to 13 weeks	10%
	Arrears of 13 to 26 weeks	25%
	Arrears of 26 to 39 weeks	50%
	Arrears of 39 to 52 weeks	75%
	Arrears over 52 weeks	95%
Former tenants:	All arrears	100%

- vi. **Fire safety depreciation**- Those components which will be replaced early as a result of future fire safety work have had their useful economic life reduced. A plan of works has been used to judge when the component will be replaced to therefore assess the expected life of the asset. Secondly, management judgement has been used to calculate the proportion of the structure of the tower blocks that will be replaced in the process. This has been carried out on an individual tower block basis.

Consolidation

The consolidated financial statements incorporate the results of Wythenshawe Community Housing Group Limited and its subsidiary undertakings as at 31 March 2025.

Turnover and revenue recognition

Turnover comprises rental and service charge income receivable in the year, income from shared ownership first tranche sales, sales of properties built for sale, support services, other services provided at the invoice value (excluding output VAT where chargeable) and revenue grants receivable in the year.

Rental income is recognised from the point when properties under development reach practical completion or otherwise become available for letting, net of any voids. Service charge income is recognised when service charge expenditure is incurred as this is the point at which the services have been performed. Income from first tranche sales and sales of properties built for sale is recognised at the point of legal completion of the sale. Revenue grants are receivable when the conditions for receipt of agreed grant funding have been met. Charges for support services funded under Supporting People are recognised as they fall due under the contractual arrangements with Administering Authorities. Revenue from non-social housing (mainly community centre activities) is recognised on receipt of takings.

Gift Aid

Donations received under the Gift Aid scheme to the parent company, from its subsidiaries are recognised in the SOCI, as it relates to the principal activities of the association, and are eliminated on consolidation.

Taxation

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

WYTHENSHAW COMMUNITY HOUSING GROUP LIMITED

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

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the Statement of Financial Position 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 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 value 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 is registered for VAT. A large proportion of its income, including rents and service charges, is exempt from VAT. The majority of expenditure is subject to VAT which cannot be reclaimed, and expenditure is therefore shown inclusive of VAT. Partial exemption has been obtained for some business activities and any VAT recovered through partial exemption rules is credited to the Statement of Comprehensive Income. The balances of VAT payable and recoverable at year-end are included as a current liability and/or asset.

Interest Payable

Interest payable includes non-utilisation fees and is charged to the Statement of Comprehensive Income in the period.

Interest is capitalised on borrowings related to the development of qualifying assets, to the extent that it accrues in respect of the period of development if it represents interest on borrowings specifically financing the development programme after deduction of related grants received in advance.

Interest Receivable

Interest receivable includes interest earned from bank and deposit accounts and is recognised in the Statement of Comprehensive Income in the period it is received.

Employee Benefits

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

Pensions

The Group participates in the Greater Manchester Pension Fund (GMPF), a multi-employer defined benefits scheme. The assets of the scheme are held separately from those of the Group.

For the GMPF, scheme assets are measured at fair values. Scheme liabilities are measured on an actuarial basis using the projected unit method and are discounted at appropriate high quality corporate bond rates. The net surplus or deficit is presented separately from other net assets on the Statement

WYTHENSHAW COMMUNITY HOUSING GROUP LIMITED

of Financial Position. A net surplus is recognised only to the extent that it is recoverable by the Group through reduced contributions or through refunds from the plan.

The current service cost and costs from settlements and curtailments are charged against operating surplus. Past service costs are recognised in the current reporting period. Interest is calculated on the net defined benefit liability. Remeasurements are reported in the Statement of Comprehensive Income.

The Group also operates a defined contribution pension scheme. Contributions to the scheme are charged to the Statement of Comprehensive Income in the period to which they relate.

Intangible Fixed Assets

Intangible fixed assets represent licenses in respect of telecommunications masts purchased from Manchester City Council as part of the transfer, other purchased software licences, and business transformation costs. These are carried at cost less accumulated amortisation and impairment losses.

The telecommunications licenses were amortised over 10 years and are now fully amortised.

Amortisation is charged on a straight-line basis over the expected useful life of the software.

Business transformation costs relate to the transformation team and project expenditure which are planned to deliver long term benefits from the investment and will be amortised over 5 years.

Loan Arrangement Fees

Loan arrangement fees are capitalised and depreciated over the life of the loan.

Financial instruments

Financial instruments which meet the criteria of a basic financial instrument as defined in Section 11 of FRS102 are accounted for under the amortised historical cost model.

Non-basic financial instruments are recognised at fair value using a valuation technique with any gains or losses being reported in surplus or deficit. At each year end, the instruments are revalued to fair value, with the movements posted to the Statement of Income (unless hedge accounting is applied).

The Group has not applied hedge accounting.

Housing Properties

Housing properties are properties held for the provision of social housing or to otherwise provide social benefit. Housing properties are principally properties available for rent and shared ownership.

The Group elected to apply deemed cost to properties held at the date of transition to FRS 102 (1 April 2014). Since this date housing properties are stated at cost less accumulated depreciation and impairment losses. Cost includes the cost of acquiring land and buildings and development costs incurred during the development period.

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

Shared ownership properties are split proportionally between current and fixed assets based on the element relating to expected first tranche sales. The first tranche proportion is classed as a current asset, and related sales proceeds included in turnover, and the remaining element is classed as fixed asset and included in housing properties at cost, less any provisions needed for depreciation or impairment. Where the first tranche has been sold prior to the acquisition of the properties, these are included in fixed assets only.

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Properties for Sale

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

At each reporting date, properties held for sale are assessed for impairment. If there is evidence of impairment, the carrying amount is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in the Statement of Comprehensive Income.

Investment property

Investment property includes market rent and other properties not held for the social benefit of the Group or for use in the business. Investment property is measured at cost on initial recognition, which includes purchase cost and any directly attributable expenditure, and subsequently at fair value at the reporting date. Fair value is determined annually by external valuers and derived from the current market rents and investment property yields for comparable real estate, adjusted if necessary for any difference in the nature, location or condition of the specific asset. No depreciation is provided. Changes in fair value are recognised in the Statement of Comprehensive Income.

Investment in subsidiaries

Investment in subsidiaries are accounted for at cost less impairment.

Investment in jointly controlled entities

Investment in jointly controlled entities are held at cost less impairment. The Group has investments in GMJV Fundco LLP and JV North.

Government Grants

Government grants include grants receivable from Homes England (and its predecessor organisations), local authorities and other government organisations. Government grants received for housing properties are recognised in income over the useful life of the housing property structure and, where applicable, its individual components (excluding land) under the accruals model. The Group has taken advantage of transitional relief for deemed cost and as such grant up to date of transition has been treated under the performance model with subsequent grants treated under the accruals model.

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

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

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

Upon disposal of the associated property, the Group is required to recycle grant proceeds and recognise them as a liability.

Other grants

Grants received from non-government sources are recognised under the performance model. If there are no specific performance requirements the grants are recognised as revenue when the grant proceeds are received or receivable. Where grant is received with specific performance-related

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requirements it is recognised as a liability until the conditions are met and then it is recognised as revenue.

Depreciation of housing properties

No depreciation is provided on freehold land, or assets under construction.

Major components are treated as separable assets and depreciated over the expected useful economic lives or the lives of the structure to which they relate, if shorter, at the following annual rates, on a straight-line basis:

Structure	100 years
Roof	70 years
Wiring	40 years
Walkways	40 years
Balconies	40 years
Fire Detectors	40 years
Sprinklers	40 years
Canopies	35 years
Doors	35 years
Windows	30 years
Consumer Units (Electrical CU)	30 years
Central Heating	30 years
Bathrooms	30 years
Structural Additions	30 years
Surge Protection	30 years
DSWC Additional Toilet	30 years
PV Panels	20 years
Kitchens	20 years
Flat Roofs Multistoreys	20 years
Boilers	15 years
Smart Home Connections	15 years

Accelerated depreciation on disposal of components, presented in Note 3 is a result of components being renewed or replaced before the end of the expected useful economic life.

Impairment

Housing properties are assessed annually for impairment indicators. Where indicators are identified an assessment for impairment is undertaken comparing the scheme's carrying amount to its recoverable amount. Where the carrying amount of a scheme is deemed to exceed its recoverable amount, the scheme is written down to its recoverable amount. The resulting impairment loss is recognised as operating expenditure. Where a scheme is currently deemed not to be providing service potential to the association, its recoverable amount is its fair value less costs to sell.

Other fixed assets are reviewed for impairment if there is an indication that impairment may have occurred. Where there is evidence of impairment, fixed assets are written down to their recoverable amount. Any such write down is charged to the Statement of Comprehensive Income.

Other Tangible Fixed Assets

Other tangible fixed assets are stated at cost less accumulated depreciation and any accumulated impairment losses. Depreciation is provided on a straight-line basis, at rates considered appropriate to write them down to their estimated residual value over their expected useful lives as follows:

Freehold buildings	2%-4%
Long leasehold property	Over life of lease
Furniture, fixtures and fittings	10%

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Computers and office equipment	25%
Motor vehicles	20%
Plant and machinery	20%
CCTV	20%

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 operating surplus/deficit for the year.

Stock

Stock relates to items that are held in Wythenshawe Works vans. These items are included in the accounts at the lower of cost and estimated net realisable value.

Short-term debtors and creditors

Short term debtors are measured at transaction price, less any impairment.

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

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 costs, and are measured subsequently at amortised cost using the effective interest method.

Leases

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

Assets held under finance leases are recognised initially at the fair value of the leased asset (or if lower, the present value of minimum lease payments) at the inception of the lease. The corresponding liability to the lessor is included in the statement of financial position as a finance lease obligation. Lease payments are apportioned between finance charges and reduction of the lease obligation using the effective interest method so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are deducted in measuring surplus or deficit. Assets held under finance leases are included in tangible fixed assets and depreciated and assessed for impairment losses in the same way as owned assets.

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

The aggregate benefit of lease incentives are recognised as a reduction to the expense recognised over the lease term on a straight-line basis.

Holiday pay accrual

The Group recognises an accrual for annual leave accrued by employees as a result of services rendered in the current period, and which employees are entitled to carry forward and use within the next twelve months. A liability is recognised to the extent of any unused holiday pay entitlement which has accrued at the Statement of Financial Position date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the Statement of Financial Position date.

Intra-Group Recharges

Costs are incurred by the Parent organisation, Wythenshawe Community Housing Group Limited, and a percentage is charged to Garden City Design & Build Limited (GCDB) and Garden City Trading

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Limited (GCT) in accordance with the intra group agreement. Such costs are recognised by GCDB and GCT on notification from Wythenshawe Community Housing Group Limited.

Sinking funds – service charges

The Group operates primarily variable service charges on a scheme-by-scheme basis. Service charges on all schemes are set on the basis of budgets. Where variable service charges are used for social rented properties, the budget will include an allowance for the surplus or deficit from prior years, with a surplus being returned to residents in the form of a reduced charge for the year and a deficit being recovered via a higher service charge. Charges made to leaseholders for the replacement of equipment and major repairs within the estates are held in sinking funds in a separate bank account which are ring-fenced for use on those estates. Such sinking funds are disclosed on the balance sheet as 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 a finance cost in the income and expenditure account in the period it arises.

Reserves

The Group establishes restricted reserves for specific purposes where their use is subject to external restrictions and designated reserves where reserves are earmarked for a particular purpose.

Revaluation Reserve

The difference on transition between the valuation of housing properties and the historical cost carrying value is credited to the Revaluation Reserve.

Each year an element is transferred to reserves, being the depreciation charge in respect of the revaluation uplift of the asset.

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3. Turnover, cost of sales, operating costs and operating surplus Continuing activities – Group

	2025					
	Turnover £000	Sale on surplus of housing properties £000	Fair value movement £000	Cost of Sales £000	Operating Costs £000	Operating Surplus £000
Social housing activities						
Income & expenditure from lettings	78,573	-	-	-	(67,960)	10,613
Other social housing activities						
First Tranche shared ownership sales	10,145	-	-	(8,408)	-	1,737
Other	229	-	-	-	(229)	-
Non-social housing activities						
Other (note 3b)	3,234	-	-	(2,005)	-	1,229
Development Services	-	-	-	-	-	-
Corporate Services	-	-	-	-	-	-
Movement in fair value of investment properties (note 15)	-	-	986	-	-	986
Surplus on sales of fixed assets - housing properties (note 6)	-	3,155	-	-	-	3,155
Total	92,181	3,155	986	(10,413)	(68,189)	17,720

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	2024					
	Turnover £000	Sale on surplus of housing properties £000	Fair value movement £000	Cost of Sales £000	Operating Costs £000	Operating Surplus £000
Social housing activities						
Income & expenditure from lettings	71,950	-	-	-	(60,010)	11,939
Other social housing activities						
First Tranche shared ownership sales	5,350	-	-	(4,541)	-	809
Other	174	-	-	-	(174)	-
Non-social housing activities		-	-			
Other (note 3b)	2,856			(1,696)	-	1,160
Development Services	-	-		-	-	-
Corporate Services	-	-		-	-	-
Movement in fair value of investment properties (note 15)	-	-	856	-	-	856
Surplus on sales of fixed assets - housing properties (note 6)	-	1,915	-	-	-	1,915
Total	80,330	1,915	856	(6,237)	(60,185)	16,679

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

Continuing activities – Association

	2025					
	Turnover	Sale on surplus of housing properties	Fair value movement	Cost of Sales	Operating Costs	Operating Surplus
	£000	£000	£000	£000	£000	£000
Social housing activities						
Income & expenditure from lettings	78,573	-	-	-	(67,900)	10,673
Other social housing activities						
First Tranche shared ownership sales	10,145	-	-	(8,408)	-	1,737
Other	229				(229)	-
Non social housing activities						
Other	3,234	-	-	(2,005)	-	1,229
Development Services	542	-	-	(516)	-	26
Corporate Services	64	-	-	(61)	-	3
Movement in fair value of investment properties (note 15)	-	-	986	-	-	986
Surplus on sales of fixed assets - housing properties (note 6)	-	3,155	-	-	-	3,155
Total	92,787	3,155	986	(10,990)	(68,129)	17,809

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	2024					
	Turnover	Sale on surplus of housing properties	Fair value movement	Cost of Sales	Operating Costs	Operating Surplus
	£000	£000	£000	£000	£000	£000
Social housing activities						
Income & expenditure from lettings	71,950	-	-	-	(59,950)	12,000
Other social housing activities						
First Tranche shared ownership sales	5,350	-	-	(4,541)	-	809
Other	174				(174)	0
Non social housing activities						
Other	2,856	-	-	(1,696)	-	1,160
Development Services	708	-	-	(671)	-	37
Corporate Services	65	-	-	(47)	-	18
Movement in fair value of investment properties (note 15)	-	-	856	-	-	856
Surplus on sales of fixed assets - housing properties (note 6)	-	1,915	-	-	-	1,915
Total	81,103	1,915	856	(6,955)	(60,124)	16,795

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

Particulars of income and expenditure from social housing lettings – Group

	2025			2024		
	General Housing £000	Supported Housing £000	Total £000	General Housing £000	Supported Housing £000	Total £000
Turnover from social housing lettings						
Rent receivable net of identifiable service charges	74,008	1,279	75,287	66,810	1,037	67,847
Service charges receivable	1,308	376	1,684	920	267	1,187
Net rental income	75,316	1,655	76,971	67,730	1,304	69,034
VAT shelter income	-	-	-	41	-	41
Amortised government grants	309	-	309	231	-	231
Other revenue grants	1,093	71	1,164	2,519	29	2,548
Other income	100	29	129	74	22	96
Turnover from social housing lettings	76,818	1,755	78,573	70,595	1,355	71,950
Expenditure on social housing lettings						
Management	(19,021)	(254)	(19,275)	(17,929)	(243)	(18,172)
Services	(6,708)	(993)	(7,701)	(5,299)	(794)	(6,093)
Routine maintenance	(15,287)	(205)	(15,492)	(11,490)	(156)	(11,646)
Planned maintenance	(4,360)	(59)	(4,419)	(3,848)	(52)	(3,900)
Major repairs expenditure	(7,721)	(104)	(7,825)	(8,058)	(109)	(8,167)
Other social housing expenditure	(1,112)	(14)	(1,126)	(1,143)	(16)	(1,159)
Bad Debts	(365)	(5)	(370)	(309)	(4)	(313)
Depreciation and amortisation charges	(10,490)	(141)	(10,631)	(9,710)	(132)	(9,842)
Accelerated depreciation on disposal of components	(1,121)	-	(1,121)	(719)	-	(719)
Operating costs on social housing lettings	(66,185)	(1,775)	(67,960)	(58,505)	(1,506)	(60,011)
Operating surplus on social housing lettings	10,633	(20)	10,613	12,090	(151)	11,939
Void losses	(816)	(11)	(827)	(590)	(23)	(612)

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

Particulars of income and expenditure from social housing lettings – Association

	2025			2024		
	General Housing £000	Supported Housing £000	Total £000	General Housing £000	Supported Housing £000	Total £000
Turnover from social housing lettings						
Rent receivable net of identifiable service charges	74,008	1,279	75,287	66,810	1,037	67,847
Service charges receivable	1,308	376	1,684	920	267	1,187
Net rental income	75,316	1,655	76,971	67,730	1,304	69,034
VAT shelter income	-	-	-	41	-	41
Amortised government grants	309	-	309	231	-	231
Other revenue grants	1,093	71	1,164	2,519	29	2,548
Other income	100	29	129	74	22	96
Turnover from social housing lettings	76,818	1,755	78,573	70,595	1,355	71,950
Expenditure on social housing lettings						
Management	(18,934)	(254)	(19,188)	(17,929)	(243)	(18,172)
Services	(6,708)	(994)	(7,702)	(5,299)	(794)	(6,093)
Routine maintenance	(15,287)	(205)	(15,492)	(11,490)	(156)	(11,646)
Planned maintenance	(4,360)	(59)	(4,419)	(3,848)	(52)	(3,900)
Major repairs expenditure	(7,747)	(104)	(7,851)	(7,997)	(109)	(8,106)
Other social housing expenditure	(1,112)	(14)	(1,126)	(1,143)	(16)	(1,159)
Bad Debts	(365)	(5)	(370)	(309)	(4)	(313)
Depreciation and amortisation charges	(10,490)	(141)	(10,631)	(9,710)	(132)	(9,842)
Accelerated depreciation on disposal of components	(1,121)	-	(1,121)	(719)	-	(719)
Operating costs on social housing lettings	(66,124)	(1,776)	(67,898)	(58,444)	(1,506)	(59,950)
Operating surplus on social housing lettings	10,694	(21)	10,675	12,151	(151)	12,000
Void losses	(816)	(11)	(827)	(590)	(23)	(612)

3b. Particulars of turnover from non-social housing lettings

4. Accommodation in management and development – Group & Association

	2025 Units	2024 Units
General needs housing – social rent	12,353	12,367
- affordable rent	885	839
Supported housing - social rent	85	85
Supported housing - affordable rent	100	100
Rent To Buy	54	38
Market rent	89	78
Market rent - Step Down	5	5
Shared ownership	378	301
Total units owned and managed	13,949	13,813
Social housing leaseholders	550	540
Non Social housing leaseholders	62	62
Developed in the period	36	70
Acquired in the period	133	71
Right to Buys in the period	(13)	(8)
Right to Acquires in the period	(12)	(7)
Full staircasing	(8)	(7)
Movement in period	136	119
Accommodation in development at the period end	169	504

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Overall there was an increase of 136 owned properties. 169 properties were developed or acquired during the year: 47 affordable rent, 10 social rent, 11 market rent, 85 shared ownership and 16 rent to buy. Property disposals included 25 Right to Buy/Right to Acquire sales, and 8 full staircasings of shared ownership properties.

5. Operating surplus

This is arrived at after charging:

	Group		Association	
	2025	2024	2025	2024
	£000	£000	£000	£000
Depreciation of housing properties	9,999	9,207	9,999	9,207
Accelerated depreciation on disposal of components	1,121	786	1,121	786
Depreciation of tangible fixed assets - other	476	494	476	494
Amortisation of intangible fixed assets	156	72	156	72
Amortisation of finance charges	105	28	105	28
Operating lease rentals				
- vehicles	354	441	354	441
- office equipment	39	18	39	18
External Auditors' remuneration (excluding VAT)				
- fees payable to the Group's auditors for the financial statements audit	58	45	58	45
- Audit of the accounts of subsidiaries	13	12	-	-
- Other services – tax compliance	-	7	-	4
- tax advisory	-	10	-	10

6. Surplus on sale of fixed assets – housing properties – Group & Association

	2025	2024
	£000	£000
Proceeds from disposals of housing properties	4,215	2,717
Carrying value of fixed assets	(966)	(718)
Other costs of sales	(94)	(84)
	3,155	1,915

7. Interest receivable and other income

	Group		Association	
	2025	2024	2025	2024
	£000	£000	£000	£000
Interest receivable and similar income	501	822	584	886
	501	822	584	886

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8. Interest payable and similar charges

	Group		Association	
	2025	2024	2025	2024
	£000	£000	£000	£000
Loan interest	5,615	4,413	5,615	4,413
Loan break costs	1,105	-	1,105	-
Capitalised Interest	(1,278)	(865)	(1,278)	(865)
Non-utilisation fees	233	200	233	200
	5,675	3,748	5,675	3,748

9. Employees – Group & Association

The average number of persons employed during the period was:

	2025 Average Number	2024 Average Number
Administration	121	115
Asset Management & Development	212	208
Customers & Communities	163	168
Board & Committee	12	12
	508	503

The average number of people employed during the period expressed as full-time equivalents was:

	2025 Average FTEs	2024 Average FTEs
Administration	117	111
Asset Management & Development	209	207
Customers & Communities	144	146
Board & Committee	2	2
	472	466

Full time equivalents are calculated based on a standard working week of 35 hours.

Staff costs for the above persons:

	2025 £000	2024 £000
Administration	7,837	6,605
Asset Management & Development	9,995	9,421
Customers & Communities	6,464	5,574
Board & Committee	130	114
	24,426	21,714

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Employee costs:

	2025	2024
	£000	£000
Wages and salaries	19,919	17,650
Social security costs	1,916	1,731
Other pension costs	2,591	2,333
	<u>24,426</u>	<u>21,714</u>

A proportion of the Group's employees are members of the Greater Manchester Pension Fund (GMPF), which closed to new employees on 31 March 2018. Further information on the scheme is given in Note 31.

From 1 April 2019, new employees of the Group were only eligible to become members of the NEST defined contribution pension scheme. For the year ended 31 March 2025 the contributions paid by the Group into the scheme were £764,269 (2024: £649,066).

10. Directors' emoluments

The aggregate remuneration for key management personnel, which includes Executive Directors and Board members, in the year is:

	2025	2024
	£000	£000
Basic salary	980	903
Benefits in kind	60	60
Employers NI contributions	113	107
Pension contributions	107	99
	<u>1,260</u>	<u>1,169</u>

The above total includes remuneration paid to Board members of £130k (2024: £114k). Expenses paid to Board members in the year amounted to £0.5k (2024: £0.9k)

The aggregate remuneration for key personnel is equivalent to £90.94 per social housing unit.

	2025	2024
	£000	£000
Emoluments of the highest paid Director, excluding pension costs	185	175
Pension costs of highest paid Director	13	12
Benefits in kind of highest paid Director	10	10

The emoluments of the highest paid Director are equivalent to £13.35 per social housing unit

The Group Chief Executive is a member of the defined contribution pension scheme. He is an ordinary member of the pension scheme and no enhanced or special terms apply. The Group does not make any further contribution to an individual pension arrangement for the Group Chief Executive.

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Salary bandings for all FTE employees (including employer pensions), including Executive Directors, earning over £60,000:

	2025 Number	2024 Number
£60,000 to £70,000	28	21
£70,000 to £80,000	11	9
£80,000 to £90,000	4	4
£90,000 to £100,000	4	-
£100,000 to £110,000	5	3
£110,000 to £120,000	2	2
£120,000 to £130,000	1	-
£130,000 to £140,000	-	1
£140,000 to £150,000	1	2
£150,000 to £160,000	1	1
£160,000 to £170,000	2	1
£170,000 to £180,000	1	-
£190,000 to £200,000	1	1

11. Taxation on surplus from ordinary activities

	Group		Association	
	2024 £000	2024 £000	2024 £000	2024 £000
Current taxation reconciliation				
Surplus on ordinary activities before taxation	<u>15,070</u>	<u>15,611</u>	<u>15,366</u>	<u>15,683</u>
Theoretical tax at UK corporation tax rate 25% (2024: 25%)	3,767	3,903	3,841	3,921
Effects of:				
- income not subject to corporation tax	(3,735)	(3,492)	(3,843)	(3,492)
- other permanent differences	(14)	-	-	-
- deferred tax not recognised	(22)	(429)	2	(429)
Current taxation charge/(refund)	<u>(4)</u>	<u>(18)</u>	<u>-</u>	<u>-</u>

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12. Intangible fixed assets Group and Association

	Telecom Licences £000	Software Licences £000	Total £000
Cost			
At 1 April 2024	249	775	1,024
Additions	-	566	566
At 31 March 2025	<u>249</u>	<u>1,341</u>	<u>1,590</u>
Amortisation			
At 1 April 2024	249	564	813
Charge for year	-	156	156
At 31 March 2025	<u>249</u>	<u>720</u>	<u>969</u>
Net book value			
At 31 March 2025	<u>-</u>	<u>621</u>	<u>621</u>
At 31 March 2024	<u>-</u>	<u>211</u>	<u>211</u>

13. Tangible Fixed Assets – Housing Properties – Group

	Social housing properties held for letting £000	Properties under construction held for letting £000	Shared Ownership £000	Shared Ownership under construction £000	Solar Panels £000	Total housing properties £000
Cost						
At 1 April 2024	447,902	12,410	20,810	8,357	2,335	491,814
Additions	-	18,324	-	10,826	-	29,161
Properties acquired	-	275	-	-	-	275
Works to existing properties	16,449	83	-	-	-	16,532
Schemes completed	14,284	(14,284)	16,214	(16,214)	-	-
Transfers	-	(85)	-	(535)	-	(620)
Disposals	(775)	-	(404)	-	-	(1,179)
Disposals of components	(2,966)	-	-	-	-	(2,966)
At 31 March 2025	<u>474,894</u>	<u>16,723</u>	<u>36,620</u>	<u>2,434</u>	<u>2,335</u>	<u>533,006</u>
Depreciation						
At 1 April 2024	96,930	-	1,700	-	1,404	100,034
Charge for year	9,522	-	360	-	117	9,999
Transfers	-	-	-	-	-	-
Released on disposal	(175)	-	(33)	-	-	(208)
Disposal of components	(1,845)	-	-	-	-	(1,845)
At 31 March 2025	<u>104,432</u>	<u>-</u>	<u>2,027</u>	<u>-</u>	<u>1,521</u>	<u>107,980</u>
Net book value						
At 31 March 2025	<u>370,462</u>	<u>16,723</u>	<u>34,593</u>	<u>2,434</u>	<u>814</u>	<u>425,026</u>
At 31 March 2024	<u>350,972</u>	<u>12,410</u>	<u>19,110</u>	<u>8,357</u>	<u>931</u>	<u>391,780</u>

WYTHENSHAW COMMUNITY HOUSING GROUP LIMITED

13. Tangible Fixed Assets – housing properties - Group (continued)

Expenditure on works to existing properties:

	2025 £000	2024 £000
Improvement works capitalised	16,532	13,426
Amounts charged to income and expenditure account	7,825	8,167
Total	24,357	21,593

An independent valuation was carried out on the Group's housing properties by Savills (UK) Limited as at the 31 March 2014. This value was used as the 'deemed cost' during the transition to FRS 102. This added £64.9m to the balance sheet. The full valuation of the properties was undertaken in accordance with the Appraisal and Valuation Manual of the Royal Institution of Chartered Surveyors as follows:

- i. £308 million Existing Use Value: Social Housing.
- ii. £355 million Assuming the sale of vacant properties as they arise

In valuing housing properties at 31 March 2014, discounted cash flow methodology was adopted with key assumptions including:

Discount rate	6.25%
Annual inflation rate	2.5% for year 1 2.25% for year 2 2% thereafter
Level of annual rent increase	CPI plus 1%

The carrying value of the housing properties that would have been included in the financial statements had the assets been carried at historical cost less SHG and depreciation is as follows:

	2025 £000	2024 £000
Historical cost	468,044	426,851
Depreciation and impairment	(149,268)	(141,322)
	318,776	285,529

Social housing assistance

	2024 £000	2024 £000
Total accumulated SHG receivable at 31 March:		
Recognised in the Statement of Comprehensive Income	65,047	64,739
Held as deferred income	41,274	33,698
	106,321	98,437

Housing properties book value, net of depreciation comprises:

	2024 £000	2024 £000
Freehold land and buildings	425,026	391,780
	425,026	391,780

Impairment

The Group considers individual schemes to be separate Cash Generating Units (CGU's) when assessing impairment, in accordance with the requirements of Financial Reporting 102 and SORP 2018. No impairment charge has been made this year

Finance Costs

The Group capitalises finance costs at the effective interest rate of 4.02%. Total capitalised interest for year was £1,278k (2024: £865k).

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13. Tangible fixed assets – Housing Properties (continued) - Association

	Social housing properties held for letting £000	Properties under construction held for letting £000	Shared Ownership £000	Shared Ownership under construction £000	Solar Panels £000	Total housing properties £000
Cost						
At 1 April 2024	447,983	12,518	20,837	8,371	2,335	492,044
Additions	-	18,391	-	10,846	-	29,237
Properties acquired	-	275	-	-	-	275
Works to existing properties	16,470	83	-	-	-	16,553
Schemes completed	14,284	(14,284)	16,225	(16,225)	-	-
Transfers	-	(85)	-	(535)	-	(620)
Disposals	(775)	-	(404)	-	-	(1,179)
Disposals of components	(2,966)	-	-	-	-	(2,966)
At 31 March 2025	474,996	16,898	36,658	2,457	2,335	533,344
Depreciation						
At 1 April 2024	96,930	-	1,700	-	1,404	100,034
Charge for year	9,522	-	360	-	117	9,999
Transfers	-	-	-	-	-	-
Released on disposal	(175)	-	(33)	-	-	(208)
Disposal of components	(1,844)	-	-	-	-	(1,844)
At 31 March 2025	104,433	-	2,027	-	1,521	107,981
Net book value						
At 31 March 2025	370,563	16,898	34,631	2,457	814	425,363
At 31 March 2024	351,053	12,518	19,137	8,371	931	392,010

Expenditure on works to existing properties:

	2025 £000	2024 £000
Improvement works capitalised	16,553	13,477
Amounts charged to income and expenditure account	7,851	8,106
Total	24,404	21,583

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14. Tangible Fixed Assets – Other – Group and Association

	Long Leasehold Offices £000	Freehold Land £000	Freehold Offices £000	Plant & Machinery £000	Furniture, Fixtures & Fittings - Office £000	Furniture, Fixtures & Fittings - Housing £000	Computers & Office Equipment £000	CCTV Shops and Industrial Estates £000	Total £000
Cost									
At 1 April 2024	345	372	13,262	266	1,157	62	3,321	1,291	20,076
Additions	-	-	-	46	44	-	363	-	453
Disposals	-	-	-	-	-	-	-	-	-
At 31 March 2025	<u>345</u>	<u>372</u>	<u>13,262</u>	<u>312</u>	<u>1,201</u>	<u>62</u>	<u>3,684</u>	<u>1,291</u>	<u>20,529</u>
Depreciation and Impairment									
At 1 April 2024	345	-	5,341	208	818	62	2,966	1,289	11,029
Depreciation charge for the year	-	-	233	28	40	-	174	1	476
Depreciation on disposal	-	-	-	-	-	-	-	-	-
At 31 March 2025	<u>345</u>	<u>-</u>	<u>5,574</u>	<u>236</u>	<u>858</u>	<u>62</u>	<u>3,140</u>	<u>1,290</u>	<u>11,505</u>
Net book value									
At 31 March 2025	<u>-</u>	<u>372</u>	<u>7,688</u>	<u>76</u>	<u>343</u>	<u>-</u>	<u>544</u>	<u>1</u>	<u>9,024</u>
At 31 March 2024	<u>-</u>	<u>372</u>	<u>7,920</u>	<u>58</u>	<u>339</u>	<u>-</u>	<u>355</u>	<u>2</u>	<u>9,047</u>

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15. Investment properties Group and Association - non-social housing properties held for letting

	2025	2024
	£000	£000
At 1 April 2024	20,244	14,476
Additions	4,139	5,115
Disposals	-	(203)
Increase in value	986	856
At 31 March 2025	25,369	20,244

Investment properties were valued as at 31 March 2025. The Group's investment properties have been valued by Aspin & Co. Chartered Surveyors, 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.

The Group's investment properties have been valued at market value and a market approach was taken by way of direct comparison. Market value is defined as the estimated amount for which an asset or liability should exchange on the valuation date between a willing buyer and a willing seller in an arm's length transactions after proper marketing and where the parties had each acted knowledgeably, prudently and without compulsion.

16. Investments in subsidiaries

Wythenshawe Community Housing Group Limited has two subsidiaries:

- Garden City Design & Build Limited;
- Garden City Trading Limited.

Wythenshawe Community Housing Group Limited (parent) has full control over the above subsidiaries and is the ultimate controlling party.

The principal activities for the parent and the subsidiaries are the development and management of affordable housing.

The subsidiaries are registered under the Companies Act 2006. The Parent is registered as a social landlord and a community benefit society.

17. Investment in Joint Venture

	Group		Association	
	2025	2024	2025	2024
	£000	£000	£000	£000
Investment in Joint Venture	2,261	2,261	-	-
	2,261	2,261	-	-

Garden City Trading Limited, a commercial subsidiary of the Group, is a member of a consortium of 10 Greater Manchester Registered Providers who have invested in a joint venture entity; GMJV Fundco LLP.

In turn, GMJV Fundco LLP invests in a further joint venture entity; Hive Homes LLP, set up with the Greater Manchester Combined Authority (GMCA) with the intention of increasing housing supply in the Greater Manchester region, whilst also providing a competitive return to investors.

Under the current Hive Homes LLP business plan, Garden City Trading will make investments over 10 years totalling £2.8m, which will be funded by an intra-group loan from Wythenshawe Community Housing Group. The Group's Assistant Director of Finance is WCHG's representative on the GMJV Fundco Board. The above balance reflects the total investment to date.

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18. Investment

	Group		Association	
	2025	2024	2025	2024
	£000	£000	£000	£000
Investment in MORhomes PLC	20	20	20	20
	<u>20</u>	<u>20</u>	<u>20</u>	<u>20</u>

MORhomes PLC is a borrowing vehicle within the UK social housing sector. MORhomes raises finance on the bond markets and lends on to housing associations, who must be shareholders. WCHG has not accessed any such funding as at 31 March 2025.

19. Properties for Sale

	Group		Association	
	2025	2024	2025	2024
	£000	£000	£000	£000
Shared ownership properties:				
Completed properties	1,901	1,117	1,908	1,117
Work in progress	1,940	4,484	1,945	4,498
	<u>3,841</u>	<u>5,601</u>	<u>3,853</u>	<u>5,615</u>
Outright sale properties:				
Completed properties	-	-	-	-
Work in progress	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>3,841</u>	<u>5,601</u>	<u>3,853</u>	<u>5,615</u>

20. Stock

	Group		Association	
	2025	2024	2025	2024
	£000	£000	£000	£000
Materials	226	190	226	190
	<u>226</u>	<u>190</u>	<u>226</u>	<u>190</u>

21. Debtors

	Group		Association	
	2025	2024	2025	2024
	£000	£000	£000	£000
Due within one year				
Rent and service charges receivable	4,223	3,744	4,223	3,744
Less: provision for bad and doubtful debts	(1,449)	(1,677)	(1,449)	(1,677)
	<u>2,774</u>	<u>2,067</u>	<u>2,774</u>	<u>2,067</u>
Amounts owed by subsidiaries	-	-	-	-
Other debtors	639	2,080	481	1,896
Corporation tax receivable	22	18	-	-
Prepayments and accrued income	6,651	2,548	6,651	2,548
Total due within one year	<u>10,086</u>	<u>6,713</u>	<u>9,906</u>	<u>6,510</u>

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22. Debtors: amounts due after one year

	Group		Association	
	2025 £000	2024 £000	2025 £000	2024 £000
Due after one year				
Amounts owed by subsidiaries	-	-	2,678	2,553
Total due within one year	<u>-</u>	<u>-</u>	<u>2,678</u>	<u>2,553</u>

WCHG has lent Garden City Trading Ltd £2,678k (2024: £2,553k) for the investment in the Greater Manchester Joint Venture and for development of properties for Outright Sale.

The loan for the investment into GMJV Fundco LLP is repayable on the tenth anniversary of the loan agreement date, 15 April 2029, and interest is payable at a rate of 7.2%. The balance at 31 March 2025 is £2,651k (2024: £2,466k).

The loan for the development of properties for outright sale is repayable on the sale of the units. Interest is payable on this loan at a rate of 4.9%. The balance at 31 March 2025 is £27k shown as repayable within one year (2023: £86k).

The loan from Wythenshawe Community Housing Group Limited is secured by a floating charge over assets.

23. Creditors: amounts falling due within one year

	Group		Association	
	2025 £000	2024 £000	2025 £000	2024 £000
Rents and service charges received in advance	2,927	2,357	2,927	2,357
VAT	68	(27)	68	-
Trade creditors	3,676	1,276	3,676	1,276
Other creditors	38	31	38	31
Deferred grant income (Note 27)	309	231	309	231
Recycled Capital Grant Fund (Note 26)	166	447	166	447
Leaseholder sinking fund balances	1,594	1,346	1,594	1,346
Accruals and deferred income	9,723	7,500	7,896	6,686
Amounts owed to subsidiaries	-	-	1,846	820
	<u>18,501</u>	<u>13,161</u>	<u>18,520</u>	<u>13,194</u>

24. Creditors: amounts falling due after one year

	Group		Association	
	2025 £000	2024 £000	2025 £000	2024 £000
Housing loans net of arrangement fee (Note 25)	171,120	111,504	171,120	111,504
Recycled Capital Grant Fund (Note 26)	410	-	410	-
Deferred grant income (Note 27)	40,965	33,467	40,965	33,467
	<u>212,495</u>	<u>144,971</u>	<u>212,495</u>	<u>144,971</u>

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25. Debt analysis

	Group		Association	
	2025	2024	2025	2024
	£000	£000	£000	£000
Due within one year				
Bank loans	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	2025	2024	2025	2024
	£000	£000	£000	£000
Due after more than one year				
Other loans	173,500	90,000	173,500	90,000
Bank loans	-	21,000	-	21,000
Loan arrangement costs	(2,380)	(57)	(2,380)	(57)
Fair Value adjustment	-	561	-	561
	<u>171,120</u>	<u>111,504</u>	<u>171,120</u>	<u>111,504</u>

The Group's loan facilities incorporate a £44.5m note purchase agreement with M&G Investments (fully drawn at a fixed rate of 3.85% per annum), a £45.5m note purchase agreement with Aviva (fully drawn at a fixed rate of 3.85% per annum), a £127.5m loan facility with NatWest, including a £87.5m fixed rate loan (undrawn at 31 March 2025) and £40m revolving credit facilities (undrawn at 31 March 2025) and a £83.5m facility with AHGS, including £41.75m Existing Asset Investment (fully drawn at 4.818% per annum) and £41.75m Approved Pipeline schemes (fully drawn at 4.818% per annum).

The Group has incurred £2.429m of loan fees which have been offset against the long-term loan balance. The loan fees are amortised over the life of the loan facility through the Statement of Comprehensive Income.

i. The loan agreements were reviewed as part of the transition to FRS102 and it was concluded that the following loan includes a call option on the interest rate and the loan has therefore been classified as non-basic in the financial statements, with all other loans being classified as basic.

ii. Fair value measurements were not applied as the loan was repaid in the year as part of the refinancing, the total value of this instrument was £nil at 31 March 2025 (2024: £7.561m). The movement in the fair value of financial instruments recognised in the Statement of Comprehensive income for the year is £561k (2024: £89k).

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26. Recycled Capital Grant Fund

	Group		Association	
	2025	2024	2025	2024
	£000	£000	£000	£000
At 1st April	447	361	447	361
Grant recycled	203	172	203	172
Interest accrued	19	17	19	17
Recycling of grant	(93)	(103)	(93)	(103)
Balance as at 31 March	576	447	576	447
	2025	2024	2025	2024
	£000	£000	£000	£000
Amounts to be released within one year	166	92	166	92
Amounts to be released in more than one year	410	355	410	355
	576	447	576	447

27. Deferred Grant

	Group		Association	
	2025	2024	2025	2024
	£000	£000	£000	£000
At 1 April	33,698	28,183	33,698	28,183
Grant received in the year	6,532	5,517	6,532	5,517
Grant income for major works	1,700	338	1,700	338
Grant disposed in the year	(347)	(172)	(347)	(172)
Change in accounting estimate (Note 40)	-	-	-	-
Released to income in the year	(309)	(168)	(309)	(168)
At 31 March	41,274	33,698	41,274	33,698
	2025	2024	2025	2024
	£000	£000	£000	£000
Amounts to be released within one year	309	231	309	231
Amounts to be released in more than one year	40,965	33,467	40,965	33,467
At 31 March	41,274	33,698	41,274	33,698

28. Capital commitments

	Group		Association	
	2025	2024	2025	2024
	£000	£000	£000	£000
Expenditure contracted but not provided in the accounts	68,884	61,579	68,884	61,579
Expenditure authorised by the Board but not contracted	32,638	28,283	32,638	28,283
	101,522	89,862	101,522	89,862

The amounts above are expenditure that has been contracted and authorised as part of the stock investment and development plans. This will be financed by £54.7m cash in bank at year end, grant income, £40m RCF loan facilities and revenue income through rent received and shared ownership sales.

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29. Lease commitments

The payments which the Association is committed to make in the next year under operating leases are as follows:

	Group		Association	
	2025	2024	2025	2024
	£000	£000	£000	£000
Vehicles:				
Minimum lease payments	3,258	3,650	3,258	3,650
Split between:				
Within one year	630	445	630	445
One to five years	2,628	2,400	2,628	2,400
Beyond five years	-	805	-	805
	3,258	3,650	3,258	3,650

30. Contingent liabilities

The Parent and its subsidiaries have no contingent liabilities to disclose at 31 March 2025 (2024: £nil).

31. Pension Obligations

The Greater Manchester Pension Fund (GMPF) is a multi-employer pension scheme with more than one participating employer, which is administered by Tameside MBC under the regulations governing the Local Government Pension Scheme, a defined benefit scheme. The Group commenced participation in the Fund at stock transfer for both registered provider subsidiaries. Triennial actuarial valuations of the pension scheme are performed by a qualified, independent actuary using the projected unit method.

The most recent formal actuarial valuation was undertaken at 31 March 2025 in accordance with the financial assumptions required under FRS 102 by a qualified independent actuary.

Contributions

The employers' contribution to the GMPF by the Group for the period 1 April 2024 to 31 March 2025 was £1,731k (2024: £1,751k) and the employers' minimum contribution rate was 19.7% of pensionable pay until 31 March 2025.

Assumptions

	2025	2025	2024	2024
	%pa	%pa	%pa	%pa
	Willow Park	Parkway Green	Willow Park	Parkway Green
Rate of increase in salaries	3.55%	3.55%	3.55%	3.55%
Rate of increase in pensions payment	2.75%	2.75%	2.75%	2.75%
Discount rate	5.80%	5.80%	4.85%	4.85%

Mortality assumptions

Life expectancy is based on the Fund's VitaCurves with improvements in line with the CMI 2023 model, with a 15% weighting of 2023 (and 2022) data, a 0% weighting of 2021 (and 2020) data, standard smoothing (Sk7), initial adjustment of 0.25% and a long-term rate of improvement of 1.5% p.a. for both males and females.

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Based on these assumptions, the average future life expectancies at age 65 are summarised below:

	March 2025		
	Males		Females
Current Pensioners	20.1	years	23.2
Future Pensioners	20.7	years	24.7

	March 2024		
	Males		Females
Current Pensioners	20.2	years	23.2
Future Pensioners	20.9	years	24.7

Fair value and expected return on assets

The fair value of assets (employer) in the GMPF and the expected rates of return were:

	2025	2024
	Long Term Return	Long Term Return
	%pa	%pa
Equity	63%	68%
Bonds	18%	15%
Property	9%	8%
Cash	10%	9%

Employer's contributions for the year ended 31 March 2026 are predicted to be £1,731k.

There is no provision for unitising the assets of a Fund under the LGPS. The above assets as a whole are allocated to participating bodies on a consistent and reasonable basis.

	2025	2024
	£000	£000
Fair value of the above assets related to the Trust	148,586	138,747
Present value of liabilities	(86,230)	(96,227)
Surplus related to the Trust	62,356	42,520

Recognition of the surplus or deficit

The present value of the Pension asset has moved from a surplus amount in 2024 of £42.52m to a greater surplus amount in 2024 of £62.356m a movement of £19.836m. Our accounting policy states that a net surplus is recognised only to the extent that it is recoverable by the Group through reduced contributions or through refunds from the plan. Neither applies to the Pension surplus therefore, the present value has been adjusted to nil and no asset is recognised in the financial statements.

	2025	2024
	£000	£000
Current service cost	1,499	1,685
Past service cost	-	149
Interest income on plan assets	(6,730)	(6,166)
Interest cost	4,643	4,549
Total (credited)/charged to the Statement of Comprehensive Income	(588)	217

Of the above costs £1,499k (2024: £1,834k) has been charged to operating surplus and £2,087k (2024: £1,617k) has been credited to other finance/income cost.

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Reconciliation of defined benefit obligation

	2025	2024
	£000	£000
Opening defined benefit obligation	96,227	96,102
Current service cost	1,499	1,685
Past service cost	-	149
Interest cost	4,643	4,549
Contributions by members	601	601
Actuarial (gains)/losses	(13,824)	(3,748)
Estimated benefits paid	(2,916)	(3,111)
Closing defined benefit obligation	86,230	96,227

Reconciliation of fair value of employer assets

	2025	2024
	£000	£000
Opening fair value of employer assets	138,747	130,753
Expected return on assets	3,673	2,587
Contributions by members	601	601
Contributions by the employer	1,751	1,751
Actuarial gains/(losses)	6,730	6,166
Benefits paid	(2,916)	(3,111)
Closing fair value of employer assets	148,586	138,747

Contributions paid to the defined contribution pension scheme.

	2025	2024
	£000	£000
Contributions paid	764	649

32. Provision for liabilities

	2025	2024
	£000	£000
Balance as at 1 April	-	3,945
Increase in the provision	-	-
Released in the year	-	(3,945)
Balance as at 31 March	-	-

The provision at 1 April 2021 of £9.4m represented the planned fire safety works over 4 years from April 2021. The works included the replacement of doors and external panels across the stock to bring them in line with current fire standards. The works were completed during the 2023/24 year (£3.9m).

33. Non-Equity Share capital

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

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	2025 No.	2024 No.
Number of members		
At 1 April	12	9
Joined during the year	-	5
Leaving during the year	-	(2)
At 31 March	<u>12</u>	<u>12</u>

34. Revenue Reserves

The Revenue Reserve of £238.0m (2024: £221.3m) represents the accumulated surpluses from the preceding and current financial years as detailed above. It includes a transfer from the revaluation reserve of the depreciation charge in respect of the revaluation uplift of the housing properties.

35. Revaluation Reserves

The Revaluation Reserve of £62.187m (2024: £65.968m) represents the difference on transition between the fair value of housing properties and the historical cost carrying value. Each year an element is transferred from reserves, being the depreciation charge in respect of the revaluation uplift of the asset. This is an accounting reserve, not a cash reserve.

36. Reconciliation of operating surplus to net cash inflow from operating activities

	2025 £000	2024 £000
Surplus for the year	15,074	15,621
Amortisation of finance charges	105	28
Depreciation of tangible fixed assets - properties	9,999	9,207
Depreciation of tangible fixed assets - other	476	494
Accelerated depreciation on disposal of components	1,121	786
Depreciation on intangible fixed assets	156	72
Amortised grant	(309)	-
Movement in fair value of investment properties	(986)	(856)
Pension current service cost	1,459	1,685
Pension past service cost	-	149
Pension contributions paid	(1,751)	(1,751)
Surplus on sale of fixed assets – housing properties	(3,155)	(1,915)
Movement in fair value of financial instruments	(561)	(89)
Carrying amount of tangible fixed asset	5	(9)
Share of joint venture (surplus)/deficit	124	(152)
Interest payable	5,675	3,748
Interest received	(502)	(822)
Pension interest costs	(2,087)	(1,617)
	<u>24,843</u>	<u>24,579</u>
Working capital movements		
Decrease/(Increase) in properties for sale	1,760	(3,801)
(Increase)/Decrease in stock	(36)	(15)
Decrease/(Increase) in debtors	(3,226)	(2,001)
Increase/(Decrease) in creditors	5,197	6,700
(Decrease)/Increase in provisions	-	(3,945)
Net cash inflow from operating activities	<u>28,538</u>	<u>21,517</u>

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36a. Analysis of changes in net debt

	At 1 April 2024	Cashflows	Fair Value movement	Other non- cash movements	At 31 March 2025
	£000	£000	£000	£000	£000
Cash	9,304	45,430	-	-	54,734
Bank loans due greater than one year	(111,504)	(60,072)	561	(105)	(171,120)
Total	(102,200)	(25,773)	561	(105)	(116,386)

37. Related parties

Wythenshawe Community Housing Group Limited is lead partner of JV North Limited, a Homes England development partnership. The Group paid JV North £17k (2024: £24k) in fees during the year ended 31 March 2025. At the year-end there was a balance of £nil (2024: £nil) on the purchase ledger. During the year to 31 March 2025 the Group received £3.7m towards development projects from Homes England.

Nick Horne (Group Chief Executive) is a Director of the Wythenshawe Forum Trust, Athena (a GMHP delivery vehicle) and is a member of the Greater Manchester Digital Inclusion Network. Transactions with Wythenshawe Forum Trust amounted to £nil (2024: £nil) during the year and transactions with Athena were £nil (2024: £6k) during the year. There were no outstanding balances on any of the above mentioned supplier accounts at 31 March 2025.

Paul Seymour (Executive Director of Customers and Communities) is a Governor of the Manchester Enterprise Academy. Transactions with MEA amounted to £nil during the year (2024: £nil) with no balance at the year end.

Simon Morris (Executive Director of Finance) is a Board Member of First Choice Homes Oldham and a Board Member of Hive Homes LLP.

Shahida Latif Haider (Executive Director of Transformation & Resources) is a Board member at Irwell Valley Homes and Co-opted audit committee member at Peaks and Plains.

Paul Butterworth (Executive Director of Assets) is a Board Member at ForHousing.

Andrea Lowman (Executive Director of Development) is a Board Member of Weaver Vale Housing Trust.

The following transactions were undertaken with Manchester City Council during the year, sales of £1,430k (2024: £2,826k) and purchases of £797k (2024: £1,325k). At 31 March 2025 the Group owed £36k (2024: £815k) to Manchester City Council and were owed £205k (2024: £474k) by Manchester City Council.

Leanne Todd was a tenant Board member during the year.

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The Association had the following transactions and balances with its non-registered provider subsidiaries during the year.

	2025 £000	2024 £000
Wythenshawe Community Housing Group Limited		
Amounts due to Garden City Design & Build Limited	1,846	820
Loan due from Garden City Trading Limited	2,678	2,553
Purchases from Group companies		
Design and build contracts from Garden City Design & Build Limited	12,125	9,614
Sales to Group companies		
Development services to Garden City Design & Build Limited	542	708
Corporate services to Garden City Design & Build Limited	50	49
Corporate services to Garden City Trading Limited	14	16
Interest on loan to Garden City Design & Build Limited	188	116
Donations from Group companies		
Gift aid from Garden City Design & Build Limited	-	43

38. Financial assets and liabilities

Categories of financial assets and financial liabilities:

	2025 £000	2024 £000
Financial assets that are debt instruments measured at amortised cost:		
Cash	54,734	9,304
Rent arrears due	2,774	2,067
Leasehold arrears due	154	162
Accounts receivable	328	1,720
Other debtors	157	105
Total assets	58,147	13,358
Financial liabilities measured at fair value through surplus or deficit:		
Loans	-	(21,269)
Financial liabilities measured at amortised cost:		
Loans	(171,120)	(90,054)
Bank overdraft	-	-
Trade creditors	(3,676)	(1,276)
Rent received in advance	(2,927)	(2,357)
Other creditors	(38)	(31)
Accruals	(9,723)	(8,334)
Leaseholder sinking fund balance	(1,594)	(1,346)
Total liabilities	(189,078)	(124,668)

The Group's financial liabilities are sterling denominated. The interest rate profile of the Group's financial liabilities at 31 March was:

	2025 £000	2024 £000
Fixed rate	171,120	111,324
Floating rate	-	-
Total borrowings	171,120	111,324

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The debt maturity profile is shown in note 25.

The Group has undrawn committed borrowing facilities at 31 March 2025 of £128m (2024: £40m).

39. Investment in Joint Ventures

Wythenshawe Community is part of a consortium of eight registered providers who are members of JV North Limited, a company limited by guarantee. The nature of this company is to act as a vehicle to expand the partners' development programme for providing new affordable homes aided with grant funding from the Homes and Communities Agency's National Affordable Housing Programme.

The financial statements for JV North Limited can be obtained from JV North Limited at its registered office; Wythenshawe House, 8 Poundswick Lane, Manchester M22 9TA (WCHG).

The Group through its commercial subsidiary (Garden City Trading Limited) has also agreed up to £3.0m investment (until 2028/29) in GMJV Fundco LLP, which in turn will invest in a further joint venture entity, Hive Homes LLP, a joint venture between the Greater Manchester Combined Authority (GMCA) and GMJV Fundco LLP. Hive Homes was created with the intention of increasing housing supply in Greater Manchester and providing a competitive return to investors. The company was incorporated on 31st October 2018. The financial statements for GMJV Fundco LLP can be obtained from GMJV Fundco LLP at its registered office 2a Derwent Avenue, Manchester, M21 7QP. The Group's Assistant Director of Finance is WCHG's representative on the GMJV Fundco Board. The Executive Director of Finance is a Board member of Hive Homes LLP.