

Rooftop Housing Group Limited
Annual Report and Financial Statements
Year ended 31 March 2025

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Board, executive and advisors

Registered office	70 High Street Evesham WR11 4YD
Board	<ul style="list-style-type: none"> - Sally Higham (Chair) - Colum Goodchild (Vice Chair and Senior Independent Director) (retired 31 December 2024) - Myron Hrycyk (Vice Chair and Senior Independent Director) (appointed 18 September 2024) - Jonathan Wallbank (retired 18 September 2024) - Tessa Rollings (retired 31 December 2024) - Claire-Elaine Arthurs Payne - Daisy Halford - Wayne Harris - Lenna Cumberbatch-Nichols - Alykhan Meghani (appointed 18 September 2024) - Richard Newton (appointed 29 January 2025) - Ciara McMillan (appointed 29 January 2025)
Executive officers	<ul style="list-style-type: none"> - Boris Worrall, Group Chief Executive - Sam Morgan, Executive Director - Resources - Rebecca Pitt, Executive Director - Investment - Lisa Nicholls, Executive Director - Operations (resigned 1 July 2024) - Mark McEgan, Executive Director - Operations (appointed 4 November 2024) - Caroline Allen, Secretary (resigned 30 April 2025) - Andrew Ledger, Secretary (appointed 1 May 2025)
External auditors	BDO LLP Two Snowhill Birmingham B4 6GA
Bankers	Barclays Bank Plc 54 High Street Worcester WR1 2QQ
Internal auditors	Beever & Struthers 1 George Leigh Street Manchester M4 5DL
Principal solicitors	Anthony Collins Solicitors LLP 134 Edmund Street Birmingham B3 2ES
Lenders	<p>Nationwide Building Society Kings Park Road Moulton Park Northampton NN3 6NW</p> <p>Lloyds Banking Group 25 Gresham Street London EC2V 7HN</p>

Board, executive and advisors (continued)

Lenders

Legal and General Assurance Society Limited
One Coleman Street
London
EC2R 5AA

Santander
Corporate and Commercial Banking
17 Ulster Terrace
Regent's Park
London
NW1 4PJ

bLEND Funding plc
3rd Floor
17 St Swithin's Lane
London
EC4N 8AL

Treasury advisors

Savills plc
33 Margaret Street
London
W1G 0JD

Insurance brokers

Zurich Municipal
Ballsbridge Park
Dublin 4
Ireland
D04 E5N4

Taxation advisors

RSM UK Tax and Accounting
10th Floor, 103 Colmore Row
Birmingham
B3 3AG

Rooftop Management Limited (RML) Board details - Boris Worrall
(Dormant company)

Report of the Board

The Board is pleased to present the Report of the Board, the Strategic Report and the audited financial statements for the year ended 31 March 2025.

The reports and financial statements are prepared in accordance with the Co-operative and Community Benefit Societies Act 2014 and Financial Reporting Standard 102 (FRS 102) issued by the Financial Reporting Council, and comply with the Statement of Recommended Practice (SORP) for registered social housing providers 2014 (updated in 2018); the Housing and Regeneration Act 2008; and the Accounting Direction for Private Registered Providers of Social Housing 2022. The Group is a public benefit entity and Rooftop Housing Group Limited is the Group parent.

Group structure

Rooftop Housing Group Limited (RHG), the Group parent, is a non-charitable Registered Society (29661R), registered with the Regulator for Social Housing (RSH) (L4404), providing operational and corporate services, including treasury management, information and communication technology, and human resources for the whole Group.

Rooftop Housing Association Limited (RHA) was registered as a Registered Society in May 1993 (27786R) and obtained registration with the RSH in September 1994 (LH4050). RHA provides core social housing that meets charitable criteria.

Rooftop Homes Limited (RHL) is a non-asset holding subsidiary. This company became dormant on 31 March 2020. It was deregistered with the Regulator of Social Housing as a Registered Provider in June 2020.

Rooftop Management Limited (RML) is a wholly owned commercial subsidiary company (Registered in England 3569438). This company became dormant from 31 March 2005.

Principal activities

The principal activity of the Group is to provide housing accommodation at below market rents for people in housing need. Additionally, the Group provides temporary housing accommodation through:

- supported housing schemes;
- housing for sale - shared ownership;
- management of older people schemes in partnership with the ExtraCare Charitable Trust provision of support services primarily to older people;
- housing accommodation for keyworkers;
- housing accommodation for market rent and;
- a limited amount of commercial property.

Regulatory framework for social housing

The Board considers it a priority to comply with the regulatory framework and to maintain G1 and V2 compliant ratings from the Regulator of Social Housing (RSH) under the Governance and Financial Viability Standard. These were formally assessed by the RSH through its' Inspection process in May 2024. In 2022, the RSH confirmed the G1 rating for governance but regraded the Group to V2 for financial viability in recognition of the prevailing economic pressures on the sector and this was reconfirmed in the Inspection in 2024.

From April 2024, a revised inspection regime was implemented by the RSH which encompassed the new Standards for consumer regulation which were published in February 2024. Registered providers are assessed against a set of consumer grades from C1 through to C4 and any grade below C1 will be subject to a time specific improvement plan to enable it to achieve the C1 grading. The Group was inspected under the new regime in May 2024 and was graded as C2. An improvement plan is now in place to achieve the C1 grading.

A detailed annual self-assessment against the RSH's Standards is carried out in April each year and approved by the Board. The Board considers that the Group remains compliant with the standards. As part of this, the following key factors were noted:

- A robust, appropriate and prudent framework for business planning, risk and control is in place describing how the Group Corporate Vision and overarching strategic approach is underpinned by annual planning and supported by integrated governance, financial, performance management and risk and assurance frameworks.
- Stress testing in Rooftop is robust. Scenarios taken to Board in March 2025 were linked to the RSH's Sector Risk Profile published in October 2024, and informed the Financial Business Plan approved in May 2025.
- Engagement with the RSH is proactive and a Protocol for this has been approved by the Executive Team and reviewed annually.
- All regulatory returns (Electronic Annual Accounts (FVA), Statistical Data Returns (SDR), Quarterly Surveys (QS), Financial Forecast Returns (FFR), Fraud, Disposals and Fire Safety Remediation Surveys) have been submitted to the RSH's deadline.
- The updated Treasury Management Policy was approved by the Group Board in September 2024.
- The Vantage tailored VFM Metric Peer presentation to January 2025 board meeting gave an independent review and assurance that optimal benefit is being derived from resources and assets.
- The Value for Money Strategy and Value for Money Action Plan was approved in May 2025.
- The Procurement Policy and Procurement Strategy were revised and approved in November 2024 in line with the Public Procurement Bill 2023 (amended 2024).
- RHA is a member of a Cost Sharing Vehicle, which is a cost sharing group for the provision of property maintenance services. This has been the subject of intense scrutiny by the Boards and Executive throughout the year to ensure value for money is achieved.
- At 31 March 2025, the financial forecasts in the Group's Financial Business Plan confirmed RHA (in which the loans are held) will require new funding in November 2028.
- Rooftop recognises the importance of holding comprehensive data on its properties and has commissioned an external consultant to undertake stock condition surveys on homes and will be completed in 2025/2026.
- A revised Asset Investment Strategy was approved in July 2023 and the annual Disposal Plan was presented in March 2025 as part of the Group Budget report.
- Rooftop works effectively with local partners and stakeholders to ensure we play an effective role in service delivery and investment within the neighbourhoods and communities that we serve and that they remain safe.
- Our Customer Strategy was revised and approved in May 2024 and the Customer Influencing Framework outlines the roles of customers and stakeholders in delivery, both of which are published and widely circulated on our website. We provide a range of ways in which our customers can access our services which are identified on our website and social media platforms.
- The Customer Complaints Policy and Procedure has been updated to ensure it remains compliant with the Housing Ombudsman Complaints Handling Code 2024.

- We report to our customers formally on an annual basis to advise of performance against our key performance indicators (KPI) and publish repairs (monthly), complaints and key KPI updates every quarter on our website. The Annual Report to Tenants is published by 30 September.
- We have carried out an extensive survey of our customers to understand their top priorities for Rooftop over the next few years, and to consult with them on our Annual Plan for 2025 - 2026. We received 263 responses, and this will inform future service delivery and planning.
- Tenant Satisfaction Measures (TSMs) surveys are undertaken on a regular basis to gather feedback and satisfaction on how our services are delivered. This information, alongside surveys on customer priorities are used to shape service delivery.
- A Customer Scrutiny Panel reviews Rooftop's services to its customers through an annual programme of scrutiny areas and reports to each meeting of the Audit and Risk Committee with an annual report to the Group Board.

Internal controls

The Group Board is responsible for the overall system of internal control throughout the Group and for reviewing its effectiveness. The Group has delegated initial responsibility for audit and assurance to the Audit and Risk Committee, which comprises Board Members from across the Group. The members of the Audit and Risk Committee are chosen for their appropriate skills, while representing the composition of the Group.

The Audit and Risk Committee has responsibility for reviewing the adequacy of all risk and control related statements prior to endorsement by the relevant Boards and reviewing the effectiveness of internal control systems, including management, financial, operational and risk controls, so that the Group can be reasonably assured that appropriate and effective risk management arrangements are in place.

Work undertaken by the Audit and Risk Committee during the year included:

- Financial reporting, including the integrity and appropriateness of financial statements
 - Reviewed the statutory accounts and external audit findings.
 - Reviewed and recommended to the Board the revised Accounting Policy.
- Risk management process and framework
 - Discussed and recommended for Board approval the risk appetite statements appended to the Risk and Assurance Policy.
 - Discussed the quarterly report on significant risks and sought assurance on the accuracy of the assessments and the controls.
 - Discussed the Regulator of Social Housing Sector Risk Profile 2024 and a six monthly review against the 2023 Risk Profile.
- Internal and external audit functions
 - Recommended the Appointment of the External Auditor to the Board.
 - Reviewed the performance of the external auditors (BDO) during 2024/25 and the 2024/25 final accounts timetable.
 - Approved the Audit and Risk Committee annual reporting cycle for 2025/26.
 - Approved the Internal Audit plan year two and External Audit planning report.
 - Approved the report on the annual review of the Internal Auditor which showed a performance level of 'good'.
 - Having assessed the scopes of the internal audits each quarter to ensure that the work being undertaken addressed key business risks, the Audit and Risk Committee reviewed 12 internal audit reports (including three reports on Business Critical Controls) during 2024/25 and noted the level of assurance given by the internal auditors.

- The Committee reviewed one recommendation Follow up report in Q4 which returned 100% of recommendations as confirmed implemented.
- Our Internal Auditors concluded from the results of the 2024/25 Internal Audit programme that there is a reasonable level of assurance of effective governance, risk management and controls which was the highest level that could be provided.
- Compliance, whistleblowing, fraud, anti-bribery, asset and liability registers and stress testing
 - Received confirmation that the Stress Testing scenarios and the Defensive Action Plan (DAP) processes and controls were in place and were robust.
 - Discussed the Compliance, Health and Safety report and the actions being taken to address areas requiring improvement.
 - Reviewed the Asset and Liability Registers report and noted asset, loan and other liabilities position in the Group.
 - Reviewed the Fraud Registers (tenancy and general).
 - Reviewed the Gifts and Hospitality Register and noted that there were no exceptional items.
 - Reviewed the work and performance of the Audit and Risk Committee including its terms of reference.
- Customer Scrutiny Panel
 - Discussed and approved the Customer Scrutiny Panel's Digital Services scrutiny report and recommendations.
 - Approved the Customer Scrutiny Panel (CSP) scrutiny programme for 2024-25.
 - Reviewed the Customer Scrutiny Panel's scrutiny reviews progress on recommendations and noted progress with the actions.
- Other information reviewed and discussed to gain assurance on the effectiveness of internal controls:
 - Reviewed our compliance with the Regulator of Social Housing's Rent Standard.
 - Received updates on our complaints handling.
 - Received a Business Continuity Plan health check report update.
 - Received annual reviews on Data Protection and Safeguarding.
 - Received an update on insurance renewals and claims.
 - Received risk walk through presentations on: housing with care, no access arrangements, complaints assurance and the vulnerability data process.
 - Received a progress update and assurance on our alignment with Awaab's Law.
 - Discussed the Regulator of Social Housing Tenant Satisfaction Measures report and our performance for 2023/24.
 - Received the Major incident resilience scenario test update.
 - Received updates on the tenancy agreement project.
 - Received updates on an incident at our Ferry View retirement living service resulting in contact by the Coroner.

There were no identified weaknesses in internal controls, which resulted in material losses, contingencies or uncertainties that require disclosure in the financial statements.

General Data Protection Regulation (GDPR)

The Board recognises the importance of protecting the personal data of our customers, colleagues, contractors and other stakeholders and our commitment to compliance with data protection laws and managing personal data responsibly. Rooftop are committed to ensuring everything we do with personal data follows the principles of lawfulness, transparency, fairness and accuracy whilst minimising the amount of data we collect and only using it for specific, explicit and legitimate purposes until we no longer need it.

We have taken steps to ensure our staff and partners are aware of our obligations, by undertaking mandatory training and increasing awareness at all levels within the organisation. We have ensured our third party partners, who process personal data on our behalf, have security and compliance at the forefront of their work for us by way of legal agreements and audit of their systems.

We have reviewed our own compliance with the UK GDPR and Data Protection Act 2018 and are of the view that there has been no material non-compliance with the legislation following implementation. Notwithstanding, and in line with good practice and changes in legislation, Rooftop continues to keep compliance under review.

Governance

RHG is governed within the framework set by its rules as a Registered Society. These state that RHG will have a Board and determine its membership. In making appointments to the Board, the Group seeks members with a range of skills that it requires to effectively govern its business.

Key activities by the Board during 2024/2025 included:

- The Board holds two Strategy Days each year. In June 2024, the Board discussed its approach to new homes delivery and Target Operating Model 2. In October 2024, the annual Risk Workshop reviewed potential cyber threats to the organisation and complaints compliance risks. The Board received a presentation on the work of the Tenancy Enforcement team, held a discussion on rent setting and carried out the annual review of its effectiveness.
- The Board and Committees Skills Matrix and Skills Audit is refreshed annually and prior to any new appointment to the Board.
- A robust Succession Plan is in place and regularly reviewed.
- In 2024/2025 two board members retired having completed their maximum terms of office. One of which completed an extension to their maximum terms of office of three months due to the time required to find a suitable replacement. One board member retired before their tenure was completed. Recruitment was undertaken for their replacements. Another board member was extended an additional year to their maximum term of office due to the loss of a key member of the Board and the need for their skills on the Audit and Risk Committee membership until newer members had embedded into it. In addition, an Independent Member was recruited to join the Audit and Risk Committee.
- The following Governance related policies were reviewed in the year: Board Member Learning and Development Policy, Disputes and Grievances Policy and Procedure (Board Members), Shareholding Membership (RHG, RHA, RHL), Standing Orders of the Board Appendix E - Board Terms of Reference, Governance Policy, Board and Independent Member Appointment Policy and Probity Policy.
- Individual board member appraisals are held annually. The Board Member Learning and Development Plan captures the outcomes of the appraisals.
- The principles of the NHF Code of Conduct have been enshrined within a revised Code of Conduct for Board and Independent Members and Colleagues.

The Board has three committees: Audit and Risk, Remuneration, Nominations and Performance.

The responsibilities of the Audit and Risk Committee are detailed under Internal Controls.

The Remuneration Committee considers and recommends to the Board all matters of remuneration policy for colleagues and board members and any change to pension schemes in accordance with the Group's Pay and Reward Policy. It also oversees the terms and conditions of employment for the Group Chief Executive and Executive Team.

The Nominations and Performance Committee leads the process for appointments to the Board and its Committees and ensures plans are in place for the orderly succession to both the Boards and Executive Team. It oversees the process for the annual appraisal of Board Members and for the Group Chief Executive. In addition, it recommends to the Board a policy and procedure setting out how disputes and grievances involving members of the Board can be raised and responded to.

As of 31 March 2025, the Board of RHG had nine members of which five are female and four are male with an average age of 50 years. Seven members are White British, one member is Asian British and one member is Black Caribbean. Two members are registered disabled. The biographies of the Board Members are available at the end of the financial statements.

As of 31 March 2025, the Executive Team had four members including the Group Chief Executive of which two are male and two are female with an average age of 48.5 years. All members are White British.

Code of governance

The Board has formally assessed its compliance against the National Housing Federation's Code of Governance (2020) and confirms that the organisation is fully compliant.

Board Members' responsibilities

The Board Members are responsible for preparing the report of the Board and the financial statements in accordance with applicable law and regulations.

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

In preparing these financial statements, the Board Members are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and the Statement of Recommended Practice: Accounting by registered social housing providers 2014 (updated 2018) have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and Association will continue in business.

The Board Members are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and Association's transactions and disclose with reasonable accuracy at any time the financial position of the Group and Association and enable them to ensure that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014, the Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022. They are also responsible for safeguarding the assets of the Group and Association and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board is responsible for ensuring that the report of the Board is prepared in accordance with the Statement of Recommended Practice: Accounting by registered social housing providers 2014 (updated in 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's and Association's website is the responsibility of the Board Members. The Board Members' responsibility also extends to the ongoing integrity of the financial statements contained therein.

Auditors

All current Board Members have taken steps to make themselves aware and provide any information needed by the Group's auditors for the purposes of their audit. Board Members are not aware of any relevant audit information of which the auditors are unaware.

Anti-Slavery and Human Trafficking Statement

The Group aims to promote the highest standards in how our business operates and in employment, tenancy, and procurement practices. We support the principles of the Modern Slavery Act 2015 and the abolition of modern slavery and human trafficking. Our annual statement, approved by the Board, summarises our commitment to the Modern Slavery Act 2015 and how this is demonstrated. This is published on our website.

Colleagues

Within the Group structure, all employees are employed by RHG, the Group parent. Rooftop is a dedicated equal opportunities employer, we treat people fairly, and with dignity, regardless of age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race (including colour, nationality and ethnic or national origin, religion or belief, sex, or sexual orientation).

The Group continues to consult and inform colleagues on matters that affect them and on the progress of the Group. This is carried out in a number of ways including: Your Voice (a forum for colleagues to have their say and influence the way we work), company-wide colleague briefings, formal consultation, departmental and individual meetings.

Equality, Diversity, and Inclusion

We are committed to creating a culture that promotes, celebrates and values equality, diversity, and inclusion.

Some of the examples where we put this into practice include celebrating Pride month through our Inclusion Alliance, being a Disability Confident employer and, signing up to the Armed Forces Covenant. We make every effort to achieve equality of outcomes in all aspects of our employment including recruitment and selection, training and development and employment practices.

We demonstrate this through the activities and the services we provide, and our aim is to achieve positive outcomes for potential and existing customers, our colleagues, and the wider community. We continue to build on our inclusive culture and workplace where difference is accepted and celebrated. We do not tolerate discrimination or prejudicial treatment of any kind and challenge and act on it if required.

Our three-year Equality, Diversity and Inclusion Strategy was approved by the Group Board in May 2024 and a new Inclusion Alliance has launched to assist us in delivering our commitments.

Health and safety

The Board is aware of its responsibilities on all matters relating to health and safety. It reviews its health and safety policy and statement on an annual basis to support compliance. There is Board Member representation on the Health and Safety Committee, which meets quarterly. Minutes of meetings are made available to all employees, the Audit and Risk Committee and Board. All staff receive a detailed health and safety induction on commencement and a programme of training on health and safety matters is ongoing.

Insurance

RHG maintains insurance policies for members of the Board and executive directors against liabilities in relation to the Group and the activities of the Association.

Going concern

The Board considers that the Group has adequate resources to continue in operation for the foreseeable future. For this reason, it continues to adopt the 'going concern' principle in the financial statements.

The Board approved the 40-year Financial Business Plan in May 2025. This included detailed stress testing with multi-variant scenarios.

The Board previously approved a Financial Business Plan in May 2024 which included a number of stress tests including a perfect storm, which created extreme results. Based on our Treasury Management Policy, RHA holds minimum cash balances of £5 million or three months' liquid funds, whichever is the greater. When calculating the required cash balance an assumption is made that we will only receive two thirds of property sales in a period. This prudent approach and the available undrawn loan facilities will keep us viable during these difficult times.

The budget for 2025/26 was approved by the Group's Board on 19 March 2025. The year ahead will remain challenging for Rooftop following ongoing record demand for repairs and the need to invest £34.8 million in our homes over the next 3 years to bring them up to standard and in line with decarbonisation targets.

For five years from April 2020, the Government's Rent Policy set a maximum increase of CPI plus 1% for all social and affordable rents. It was later announced in June 2025 as part of the Government's Spending Review that this would be continued as part of a 10-year rent settlement. This offers us some certainty of rental income, though we recognise that this could be affected by future changes in government. The Financial Business Plan 2025 assumed a 5-year rent settlement of CPI plus 1% and the possibility of possible rent caps was stress tested.

At 31 March 2025, the Group held £17.0 million cash including short-term and long-term investments, of which £15.5 million is available at short notice. In addition, we have £30.0 million of undrawn revolving credit facilities at year end; this will support the current development programme. We are pleased to confirm there is sufficient cash available to support the business and to comply with our funders' covenants.

The budget surplus for 2025/26 has been set at £5,295,000, an increase of £1,766,000 from the 2024/25 result. The increase is largely due to surplus on property sales, some of which were due to complete in 2024/25 but have been delayed and pushed back into 2025/26.

Given the strength of the statement of financial position and availability and liquidity of undrawn loan facilities, the Board believe that while there may be some uncertainty in the future, this does not pose a material uncertainty that would cast doubt on the Association's ability to continue as a going concern. The Board therefore consider it appropriate for the accounts to be prepared on a going concern basis.

Approved by the Board and signed on its behalf by:

A handwritten signature in black ink, appearing to be 'Sally Higham', is written over a light blue rectangular background.

Sally Higham

Chair

28 July 2025

Strategic Report

Who we are

Rooftop Housing Group is a not-for-profit organisation which manages around 7,000 homes and provide a range of accommodation, including for older people and NHS keyworkers. Rooftop is also a specialist in providing culturally appropriate homes for the Gypsy, Roma and Traveller (GRT) communities at four sites in partnership with Solihull, Coventry and Bromsgrove Councils.

The diagram below summarises who we are, what we provide and how we work:



Our Vision

In 2022 we created a vision in consultation with our colleagues, customers and stakeholders. In March 2025, we updated our Vision to make it more focused and to reflect major external changes, including rising costs and increasing demand. The vision has six specific targets and six ways we will achieve them.



Vision by 2028 Fit for the Future

What we will have achieved for customers

1. A high-performing repairs and maintenance service
2. Simple and effective digitally-driven customer services
3. Clean and safe neighborhoods
4. Effective customer influence and organisational learning
5. Services which adapt effectively to customer needs
6. Homes which are fit for the future

We will achieve these by:

1. Ensuring financial viability by achieving value for money
2. Developing data insight to shape services and investment
3. Ensuring that our people are proud, professional and skilled
4. Delivering excellent customer satisfaction
5. Ensuring effective complaints handling
6. Securing external accreditation and quality standards

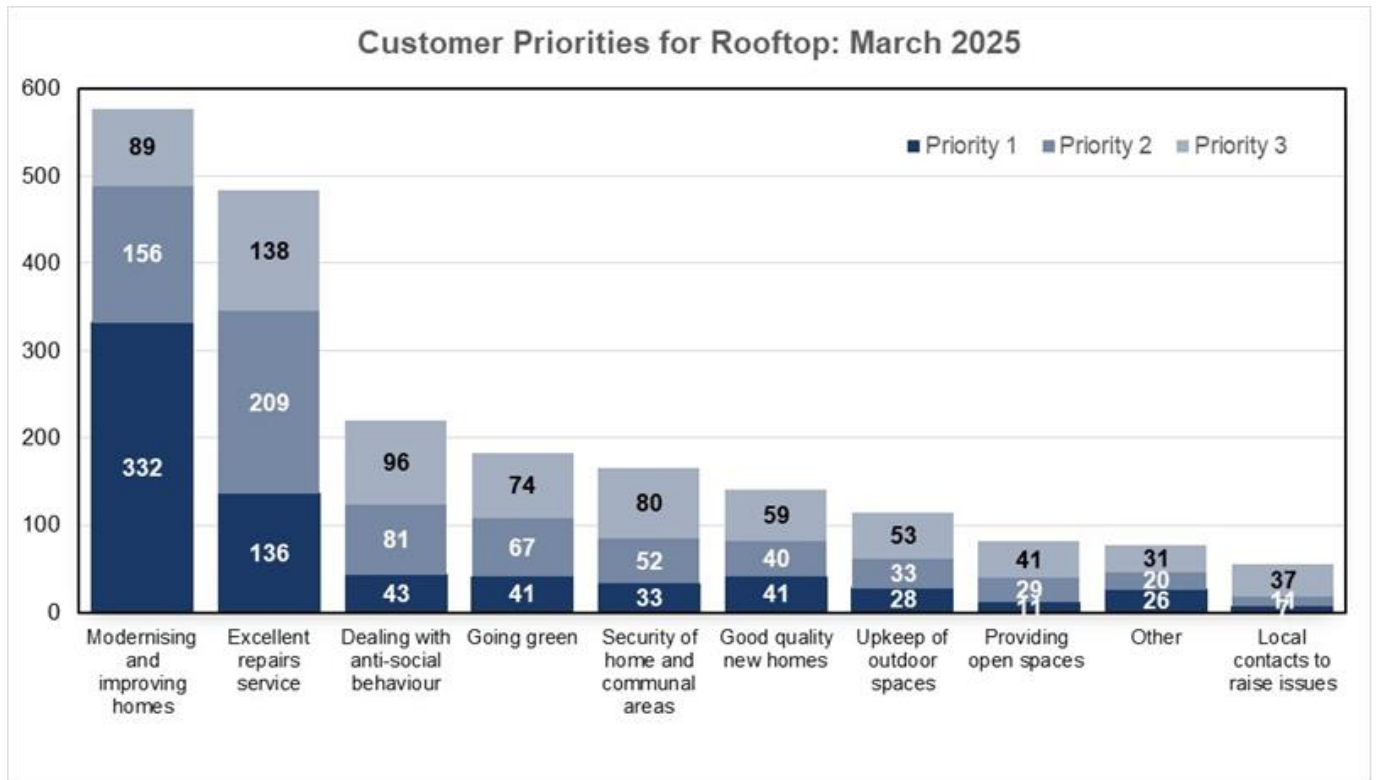
Responding to what customers tell us matters

Every year, we survey all of our customers to understand what matters most to them and ask for their views on our services. In 2024 we added information to our website, including call waiting times and the number of damp and mould cases, after customers told us this was important.

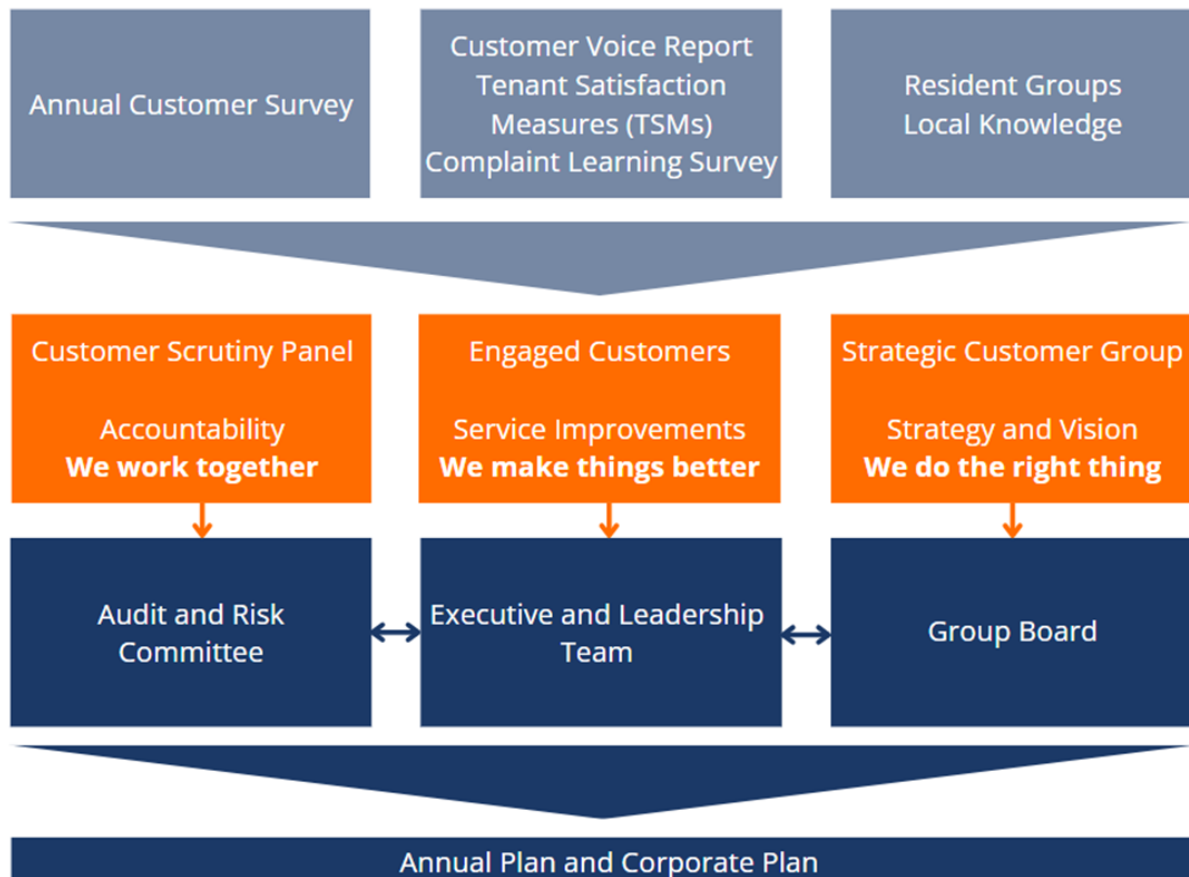
A total of 698 customers responded to our survey in March 2025, with 213 telling us that our draft Corporate Plan 2025-28 was easy to understand with 208 saying that it provided a picture of our priorities for the year ahead.

Customers have been consistent in telling us what matters most to them in annual surveys since 2022. A summary of the 698 responses from March 2025 is below. This Plan reflects those priorities. The top three are unchanged from last year:

- 1. Modernising and improving homes.**
- 2. Excellent repairs service.**
- 3. Dealing with anti-social behaviour.**



The diagram below shows the many ways we gather feedback from customers:



Our Customer Scrutiny Panel carries out three service reviews each year and reports to the Audit and Risk Committee at each meeting, and the Board annually.

We are recruiting for a new Strategic Customer Group, which will report into the Rooftop Housing Group Board.

We have also set up customer focus groups to give views on specific areas, such as aids and adaptations. The availability of these will be advertised on our website and in the resident newsletter.

A local approach

We describe ourselves as community based because being local, responsive and close to our customers and communities is important. Our Operating Model is based around providing corporate support services like Finance and Human Resources to support teams delivering locally. We operate 12 'patches' each with an average of around 550 properties allocated to a specific neighbourhood housing officer responsible for their area. This means that we can get to know the customers and homes in those neighbourhoods. Our Supported housing officers manage specific schemes, and their patches are on average about 150 households. We have dedicated Income and Anti-Social Behaviour (ASB) Teams. Repairs and other landlord service calls are handled by a central team.

Partnerships

Partnership is critical to our success, and we work particularly closely with the district councils of Wychavon, Malvern Hills, Tewkesbury, and Gloucester City Council. We are pleased to be a strategic partner with Homes England through the Matrix Housing Partnership.

We also work closely with Platform Property Care (PPC) who provides our responsive repairs service, as well as care providers who support customers in our four Extra Care schemes.

Responding to our inspection

We are regulated by the Regulator of Social Housing, which carries out regular inspections of housing associations. Following our Inspection in 2024 we were awarded a top grading of G1 for governance and a compliant C2 grading for the new Consumer Standards, which came into force in April 2024. Our compliant V2 financial rating remained unchanged.

The Consumer Standards are designed to ensure that landlords are responsible and provide good quality and safe homes for their customers, as well as listening to their customers to ensure they meet their needs. Our plan for 2025/26 has a clear focus on working towards a C1 grade.

We have also agreed a set of performance targets to measure progress against this plan, which is on our website in the 'performance and reporting' section. This will be updated on our website after each Board meeting. We will use the annual assessment we carry out each May against the Regulator of Social Housing Consumer Standards to demonstrate how we are doing. We will also publish this each May.

What we will deliver this year

We have agreed eight specific objectives for the year ahead. These are in the table below.

The first four objectives reflect the key issues raised in the inspection by the Regulator of Social Housing and are therefore explained in more detail below.

1. Complete our Repairs Improvement Plan

This year we have increased the repairs trades team from 25 to 30 operatives to ensure that we achieve our target of carrying out routine repairs within 28 calendar days by March 2026.

2. Complete our Complaints Improvement Plan

Our focus this year is on improving the quality of our complaints handling and ensuring that we learn as effectively as we can from the complaints which we receive.

3. Complete systems and processes improvements to better respond to vulnerabilities

The inspection identified that there was more work to do in capturing customer data to identify and respond to customers with vulnerabilities. We will work to strengthen this further during the year.

4. Complete Implementation of our Customer Influence Framework

The inspection also identified that we should build on our existing ways of listening and acting on customer feedback. To do this, we have appointed a Customer Engagement Manager.

Annual Objectives for 2025/26

Annual Objective	Customer Priority	Corporate Plan
Complete our Repairs Improvement Plan	Excellent repairs service	High performing repairs and maintenance service
Complete our Complaints Improvement Plan	Excellent repairs service Modernising and improving homes	Effective customer influence and organisational learning
Complete systems and processes improvements to better respond to vulnerabilities	Excellent repairs service. Modernising and improving homes	Services that adapt effectively to customers' needs
Complete implementation of our Customer Influence Framework	Excellent repairs service. Dealing with Anti-Social Behaviour	Effective customer influence and organisational learning
Upgrade homes to ensure at least 70% are at EPC Band C	Modernising and improving homes	Homes that are fit for the future
Develop a plan for the future of our garages	Dealing with Anti-Social Behaviour	Clean and safe neighbourhoods
Develop a plan for Sheltered Housing Investment	Modernising and improving homes	Homes that are fit for the future
Enhance customer experience via an online repairs bookings system	Excellent repairs service	Simple and effective digitally driven customer services

New homes

Rooftop is committed to continuing to deliver as many new homes as it can whilst ensuring we continue to improve the quality of our existing homes. The table below sets out the number of homes we aim to deliver over the next three years. Our delivery programme is linked to our funding from Homes England, and these homes will be delivered across South Worcestershire and North Gloucestershire.

Development Programme				
	2025/26	2026/27	2027/28	Total
Social Rents	120	55	47	222
Shared Ownership	66	30	30	126
Total	186	85	77	348

Key Activities – Group Performance

The principal activity of the Group is to provide housing accommodation at affordable rents for people in housing need. Rooftop Housing Group Limited is the parent company of the Group and the legal nature of each entity in the Group is disclosed in the Report of the Board.

In 2024/25, the Group generated a surplus of £3.5 million (2024: £2.7 million). The core purpose of the Group is social housing lettings activity, representing 91% of turnover (2024: 89%). The next most significant elements of the business are shared ownership sales which is 4% of turnover (2024: 6%) and supporting people (1% of turnover; 2024: 1%). Other activities are negligible.

On 31 March 2025, the Group held £17.0 million in cash including long and short-term investments (2024: £7.2 million). The increase in cash held relates to drawdown of loans to fund the existing development programme.

Rooftop Housing Association Limited (RHA)

RHA, the Group's core social housing provider, generated a surplus before taxation of £3.5 million (2024: £2.7 million) against a budget of £7.9 million.

The largest variance to budget relates to additional spend of £3.1 million on responsive maintenance and voids repairs. This is due to a higher average cost per job, owing in part to requesting faster turnaround times. Labour shortages and an increase in demand have resulted in a greater use of more costly subcontractors and inflationary pressures on materials have also contributed to rising costs.

Voids continue to be a challenge resulting in an adverse variance of £137k in lost income. Many properties have been returned in poor condition and our capacity to undertake void works has meant that turnaround has been slower than we would like. Void re-let days continue to be high though improvements have been made 2024/25.

There was a significant outperformance of the costs budgeted for bad debts, which was £339k less than forecast at just £110k. The continued dedicated work of the Income Team and investment in digital solutions have resulted in a reduction in arrears and much lower bad debt costs. Overall rent collected for 2024/25 stands at 101.8%. (99.4% in 2024/25).

The surplus on sale of property is £633k lower than budget. The main reason was due to the delay in disposal of several properties. These disposals are either outside of our core operating area or require investment to bring up to EPC Band C and/or the Decent Homes Standard.

The sale of 17 Shared Ownership units was less than the target of 36 with the shortfall due to late handovers, such as those at Broomhall Way, pushing completion into 2025/26. Staircasing sales are difficult to predict and as a result, we recognised a deficit of £60k over budget (£153k surplus in 2024/25) in this area with five units completing matching the five budgeted.

The Defined Benefit pension deficit liability was remeasured and resulted in a gain of £51k in year, compared to a loss in 2023/24 of £175k. Actuarial gains and losses fluctuate annually, and the gain relates to volatility in the market with a reduction in asset values not matched by the fall in liabilities.

RHA's cash balance at year end was £15.5 million (2024: £5.5 million). Much of the increase relates to the drawdown of loans to fund the existing development programme.

Value for Money and Performance Report 2024/25

What we have achieved in 2024/25

In 2024/25 we continued to work towards our Corporate Plan (revised in March 2025) objectives across the following strategic objectives:

Here for our customers

Good quality homes

- 947 homes had improvements including heating, bathrooms and kitchens (at a cost of £7.1 million).
- 34 homes had energy efficiency upgrades completed in the year with a further 123 to be finalised by July 2025.
- 49 new homes were delivered.

Reliable landlord services

- The number of 'Engaged Customers' has risen from the starting point of 30 in November 2024 to 110.
- Satisfaction with completed repairs continues to be high at 87.3% (against a target of 85%).
- Grounds maintenance and cleaning contracts were rescoped and procured.

Support and advice (this objective has since been removed from the Corporate Plan)

- During 2024/25, we have helped 888 customers with money, including signposting to external services and administering food and energy vouchers. We also supported our customers in claiming £389,000 in benefits.

Our business

Efficient and focused

- Despite a challenging year with additional costs, we maintained financial viability, producing a funders' EBITDA interest cover out-turn of 167% against our golden rule of 150%.

Professional and skilled

- We are committed to ensuring that all colleagues are fully trained or undertake training to enhance the skills needed for the role. 45 of our colleagues have undertaken formal qualifications during 2023/24 and 2024/25.
- The most recent employee survey found that 74% of colleagues would recommend Rooftop as an employer (against a target of 80% and compared to 66% in the last survey).

Data and technology driven

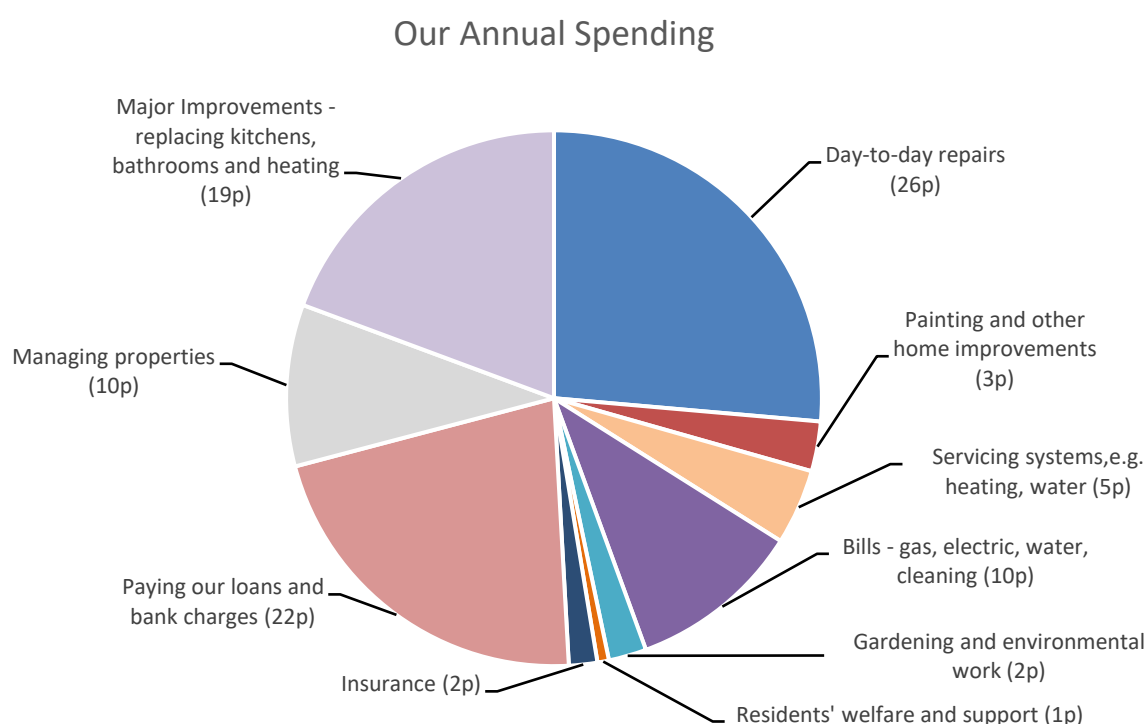
- As part of our drive to achieve Level 4 Data Maturity, we have completed over 961 tenancy audits in 2024/25, capturing golden data about our customers which will help inform and shape our service offering.

Ensuring customers and stakeholders are aware of our impact, costs and delivery of our plans is important to us. A copy of our simple published 'VFM and performance' summary is included in this report; it also appears on the website and in the Customer Report. It shows a breakdown of how income is expended during the year to provide transparency.

How We Will Spend Our Money - 2025/26 Budget

The chart below shows a breakdown of every £1 spent. The three largest areas represent 60% of total expenditure:

- The largest area of expenditure is on the day-to-day repairs of our homes.
- The next largest area of spend is around the servicing our loans. This will increase as we continue to draw down more funding to improve our homes and build new homes for people in housing need.
- Major improvements to our homes is the third largest area and includes investment in energy efficiency measures.



Meeting the Value for Money Standard

The Board believes Rooftop has complied with the VFM Standard during 2024/25 and continues to challenge the Executive Team to drive forward this agenda for the future.

The Corporate Plan 2023-2026 (revised March 2025 and extended to 2028) is monitored and reported against the targets to Board on a quarterly basis. The Board also monitors an annual Value for Money Action Plan setting out the specific improvements and projects Rooftop aims to deliver each year.

The following areas were at the heart of our Value for Money Strategy for 2024/25 and were created in line with our top residual risk areas:

- **Data**

The intention for the year was to develop data insight to allow us to spot trends, performance and foresee requirements. We continue to work towards Level 4 Data Maturity, in particular data held on customers which has increased from 65% to 73% in 2024/25. We have begun collecting information on vulnerabilities and recording reasonable adjustments against all responsive repair jobs. Data Insight will be explored further in 2025/26.
- **Repairs**

The aim was to implement greater financial control on spend. This continues to be a challenge, with continued high demand resulting in additional spend of £3.1 million in 2024/25. Despite this, we were pleased with the level of customer satisfaction with repairs and repairs completed Right First Time, just above 85% target at 87.3% and 89.8% respectively at the end of the year. A Repairs Improvement Plan is in place for 2025/26.
- **Voids**

The level of void loss at the start of the year was 4.23% and we hoped to reduce this to an overall budgeted figure of 2.5%. Many improvements were realised in the year, with an out-turn of 2.67%. In 2024/25, we saw an adverse variance of £137k to budget, with further actions identified to be implemented in 2025/26.
- **Damp, Mould and Condensation**

The focus in 2024/25 was to reduce the number of Damp, Mould and Condensation cases through quicker remediation, better procurement and more proactive works. We have implemented changes to procedures and designed a new structure to enable monitoring and better management of hazard reporting. The new Property Safety Team is working well with data showing both Category 1 and Category 2 hazards reduced significantly.
- **Complaints**

Increasing the percentage of complaints handled within timescales was targeted to prevent escalation, further costs through compensation and loss of reputation. Great improvements were noted in this area, following the roll out of the new Complaints Policy and associated procedures in March 2024. The year ended with 96.4% of Stage 1 and 73.3% of Stage 2 complaints responded to within timescales. Building on this, completing our Complaints Improvement Plan is a key objective for the year ahead and is also part of the CI improvement plan.

A revised Value for Money Strategy was approved by Board in May 2025 and now incorporates the Procurement Strategy, owing to the interconnecting nature of their purpose. Many of the actions identified in the new 2025/26 Value for Money Action Plan recognise the need for strong procurement and contract management in order to achieve Value for Money for the customer. These actions are:

- Repairs – reducing cost and levels outstanding.
- Voids – Voids and Lettings Improvement project plan designed to reduce from 4.23% to overall 2.5%.
- Safety of our customers – reducing the number of hazards (and associated costs).
- Asset Investment – scoping, funding and delivery of EPC Band C works and future decarbonisation.

Progress made towards these defined outcomes will be reported in the 2025/26 Value for Money Statement.

Delivering Value for Money

These Financial Statements include an annual self-assessment of how we are achieving Value for Money in delivering our annual and long-term Corporate Plan objectives and complying with the regulatory Value for Money standard. Our assessment is based on the 'Sector Scorecard' metrics, which include key performance indicators covering customer satisfaction, financial security and our effectiveness as a business. This year we will again strengthen our Value for Money strategy and detailed annual Action Plan.

The Sector Scorecard includes the nine metrics specified by the Regulator of Social Housing. The group-wide results for 2024/25 are set out below, with comparatives from 2023/24 and targets for 2024/25 and 2025/26. The targets are embedded in budget and performance processes.

Performance and future targets

Regulatory metrics	2023/24 Result	2024/25 Target	2024/25 Result	2025/26 Target
Metric 1 - Reinvestment Percentage	5.3%	6.1%	7.9%	7.8%
Metric 2a - New supply delivered (social housing units)	0.6%	2.3%	0.6%	2.7%
Metric 2b - New supply delivered (non-social housing units)	0.0%	0.0%	0.0%	0.0%
Metric 3 - Gearing	54.8%	54.0%	55.0%	53.0%
Metric 4 - EBITDA MRI as a percentage of interest*	108.9%*	104.0%	62.5%	102.0%
Metric 5 - Headline social housing cost per unit	£4,914	£5,431	£6,040	£5,912
Metric 6a - Social Housing Operating Margin	28.9%	31.0%	24.9%	29.0%
Metric 6b – Overall Operating Margin	25.8%	27.0%	21.5%	23.0%
Metric 7 - Return on capital employed (ROCE)	3.4%	4.0%	3.1%	4.2%
Other Sector Scorecard metrics				
Overall customer satisfaction	76.2%	82.0%	65.8%	71.0%
Rent arrears as a % of rent debit	2.6%	3.0%	2.5%	3.0%
Overheads as a % of adjusted turnover	11.0%	10.7%	10.9%	10.5%
Void loss as a % of rent debit	4.23%	2.5%	2.67%	2.3%

*The Regulator of Social Housing in their Value for Money metrics Technical Guidance June 2025 broadened the definition of EBITDA MRI to recognise capitalised major repairs grant received from 2024/25 onwards. The 2023/24 result has not been restated and excluded this grant.

The Value for Money metrics shows that the **Reinvestment percentage** of 7.9% is above target due to an increase in works to existing properties and is also reflected in increased **Headline Social Housing Cost per unit**. The target of 7.8% for 2025/26 reflects the planned development activity and investment in current stock.

Our **New Supply Delivered of Social Housing** at 0.6% is slightly lower than the target of 2.3% due to the timing of handovers. The target of 2.7% for 2025/26 will be achieved by delivering the 186 homes in the development programme.

EBITDA MRI as a percentage of interest is much lower at 62.5% than our target of 104%. A number of factors affected this, including increased repairs and maintenance costs and high voids. The timing of decarbonisation works has meant that this is particularly low but we expect more grant funding in future years. A similar target in 2025/26 reflects an increased budget for repairs and maintenance but a commitment to return a rolling average of at least 100% over the life of the Corporate Plan 2025-28.

Our **Social Housing Operating Margin** of 24.9% is lower than the target of 31%. The peer average in 2023/24 was 19.6% so we accept that this is a pressure within the sector. The target for next year of 29% reflects difficult budgeting decisions made, including an assumed reduction in voids costs.

For **Customer Satisfaction** our year end result was 65.8%, which was 16.2% below our target of 82%. Our analysis indicates that customer communication around repairs and the timely completion of repairs are the main causes of dissatisfaction. This drop appears to be in line with the sector based on evidence available, however hitting the 71% target will be a key focus for the year ahead. Our new Customer Contact team, merging Customer Advisors and Repairs Officers, is already yielding results with call waiting times reducing to 2 minutes and 35 seconds in March 2025, from a high of over 8 minutes in May 2024.

Our **Rent Arrears as a % of rent debit** was 2.5% compared to a target of 3%. Considering the cost-of-living pressures affecting our customers, this is a great result and testament to the proactive measures adopted by our Income Team.

Other Key Metrics – targets for 2024/25	Target 2024/25	Result 2024/25	Achieved? Y/N
Percentage of repairs completed first time	85%	89.8%	Y
Emergency repairs completed within 24 hours	100%	95.2%	N
Non-emergency repairs completed within 28 days	80%	50.5%	N
Complaints responded to within timescales	85%	91.5%	Y
Average days to re-let	40	96.8	N
Customers receiving money advice and support	700	888	Y
% of colleague turnover	12%	11.7%	Y

All repair time targets were missed in 2024/25, owing to continued increase in demand. Action will be taken in 2025/26, focusing on productivity and the reduction in Work In Progress levels.

Dealing with complaints within timescales has previously been a challenge but big improvements have been made following creation of a new Complaints Team and associated processes in March 2024.

Our average days to re-let of 96.8 days is higher than our target for the year and has been disproportionately skewed by the eventual letting of several properties void for more than 180 days. Work is still underway to address this with performance closely monitored at each void stage.

Peer Comparison 2023/24

As part of the Value for Money Standard we must include data around peer comparison and have had a piece of work carried out by Vantage, presented to our Board in January 2025. Together, we have identified a peer group based on geographical location, stock size and similarity of offering. This year, we have expanded our peer group and the table below also includes their most recent Regulatory gradings.

RP	Reinvestment %	New supply delivered (social) %	New supply delivered (non-social) %	Gearing %	EBITDA %	Headline Social Housing Cost Per unit	SHL Operating Margin %	Overall Operating Margin %	ROCE %
Rooftop Housing Group (C2/G1/V2)	5.3%	0.6%	0.0%	54.8%	108.9%	£4,914	28.9%	25.8%	3.4%
Two Rivers Housing (G1/V1)	16.2%	3.9%	0.0%	57.3%	171.8%	£4,447	19.8%	23.1%	3.5%
Connexus Homes (G1/V2)	10.5%	1.4%	0.2%	58.0%	55.0%	£5,456	24.3%	24.3%	3.7%
North Devon Homes (C1/G1/V2)	5.9%	0.5%	0.3%	60.1%	23.0%	£5,450	18.9%	18.2%	2.8%
Westward Housing Group (G1/V1)	4.3%	0.6%	0.0%	29.7%	133.6%	£4,098	23.1%	23.2%	3.0%
Thrive Homes (G1/V2)	11.5%	1.3%	0.0%	66.4%	137.9%	£4,976	27.9%	28.3%	3.6%
Aspire Housing (C1/G1/V2)	9.4%	1.7%	0.0%	70.7%	132.6%	£4,198	14.0%	15.7%	3.1%
Selwood Housing (G1/V2)	7.4%	2.4%	0.0%	35.5%	126.1%	£5,208	18.3%	18.5%	2.6%
Gloucester City Homes (G1/V2)	14.3%	1.1%	0.1%	50.1%	13.9%	£5,378	14.1%	15.0%	2.7%
Magna Housing (G1/V1)	7.6%	0.3%	0.0%	26.2%	123.7%	£5,789	18.1%	18.3%	2.4%
Trent & Dove Housing (G1/V2)	12.9%	1.9%	0.0%	63.1%	110.0%	£4,588	18.0%	17.2%	2.8%
Community Housing (C2/G2/V2)	6.7%	0.1%	0.0%	64.5%	65.9%	£4,230	18.8%	11.2%	1.9%
Peer Average	9.7%	1.4%	0.1%	52.9%	99.4%	£4,893	19.6%	19.4%	2.9%
Sector Average	9.0%	1.6%	0.1%	46.4%	110.1%	£5,549	21.1%	19.2%	2.9%

Electric Vehicles

We are committed to finding innovative ways to improve our sustainability. We have leased a car for colleagues to use for business trips and an electric van for our handypersons to use. All colleagues are encouraged to use the electric car as their first port of call instead of using their own petrol or diesel vehicles, thus promoting a healthier environment. The electric pool car has proven to be very successful.

We are currently looking into installing electric vehicle charge point (EVCPs) to our keyworker accommodation at Worcester Royal Hospital to support our residents. If this proves to be successful, we will roll this out over other schemes at Rooftop.

Social Housing Decarbonisation Fund (SHDF)

As part of a government requirement for all social landlords to improve their existing housing stock up to EPC Band C by 2030, we actively bid for SHDF government funding. The improvement of 157 of off-grid homes with low carbon heating systems (air source heat pumps), new windows and doors, ventilation, solar panels and cavity wall insulation and loft insulation is nearing completion, with final handovers expected in July 2025.

In 2024/25, Rooftop was successful in bidding for the latest government funded energy efficiency project and are looking to improve a further 700 homes to an EPC Band C in the next three years under Warm Homes: Social Housing Fund (Wave 3).

ISO 14001 Certified

We are committed to improving our quality and environmental performance for the Group and the people we do business with. This is reflected in a successful ISO 45001 audit in December 2024. Rooftop also holds ISO 9001 Quality Management System accreditation and ISO 14001 Environmental Management Systems accreditation. We are always looking to make further environmental improvements across the organisation. All ISOs are merged into one integrated management system (IMS).

Principal risks and uncertainties faced

We have a comprehensive and well-established risk management system, which allows risks to be identified for all parts of the business. Risks are assessed, prioritised and control measures are implemented. The risk process is dynamic with Strategic and Business risk registers being reviewed by Audit and Risk Committee and Board quarterly. During 2024/25 repairs and maintenance costs have continued to increase, with financial control of this expenditure remaining a challenge throughout the year. A number of controls have been introduced to mitigate this, and the Board continue to have oversight of this as a top strategic risk, monitored closely by the Executive Team. Void loss has reduced in 2024/25 following improvements to our processes, ending the year close to target. Development projects have however created some challenges through delays and increased costs. There are strong controls in place to monitor these risks and mitigate against external factors where possible.

2024 saw the announcement of an acceleration of the migration of benefit claimants onto Universal Credit (UC). Despite this challenge, and the continuing cost-of-living crisis facing our customers, income collection performance has continued to exceed targets. The acceleration of UC migration has been managed as a Business Risk with specific controls in place to mitigate the risk.

The health and safety of our customers and colleagues remains one of our top risks monitored at every Audit and Risk Committee and Board meeting. Repairs was an identified area for improvement at our Regulator of Social Housing Inspection, and these improvements are being worked through our Repairs Improvement Plan with oversight by our Executive Team. Progress of our Repairs Improvement Plan is reported to the Board and we are working with partner contractors to address the backlog of routine repairs. Work continues to mitigate risks for customers in their homes, with 2024/25 seeing the introduction of our Property Safety Team, with new processes in place for managing hazard reports and to prepare for Awaab's Law to be phased in from 1 October 2025.

Below we have summarised seven of the strategic risks within our framework:

Risk	Cause	Impact	Consequence	Monitoring
1 Health and Safety	<ul style="list-style-type: none"> Landlord Health and Safety compliance declines. Occupational health and safety disregarded. Causes of Damp, Mould and Condensation (DMC) are not effectively tackled. 	<ul style="list-style-type: none"> Increasing failures to meet statutory requirements and regulatory standards: <ul style="list-style-type: none"> Gas / Fire / Electrical / Lift / Water / Asbestos. Increase complaints about DMC. Increase risk of injury / fatality. Customer and colleague safety compromised. 	<ul style="list-style-type: none"> Regulatory / Statutory intervention: <ul style="list-style-type: none"> RSH HSE. Staff Turnover. Regulatory downgrade. 	<ul style="list-style-type: none"> Monthly Compliance Report. Monthly Compliance Panel. Quarterly Health and Safety Committee. Quarterly risk update report. Annual Internal Audits.
2 Data / Cyber Security	<ul style="list-style-type: none"> Poor data inhibits decision making - customer data/asset data. Lack of cyber security awareness/culture of unconscious risk taking with data/security of data. 	<ul style="list-style-type: none"> Sub optimal decision making in relation to customer services/ equality diversity and inclusion / investment. Mistakes made because of poor data. Delays in responding due to poor data. The potential for major cyber security breach increases. Cyber security breach. 	<ul style="list-style-type: none"> Systemic data issues are treated as a failure of Governance and could risk a Regulatory downgrade. Cyber security failures/ victim of a serious cyber security breach can cost a significant amount of time and money (insurance mitigation is in place). Value for money. Service delivery impact - slow business recovery. 	<ul style="list-style-type: none"> Key Performance Indicators. Monthly Compliance Report. Quarterly risk update report. Annual Cyber Security Strategy plan. Annual Internal Audits.
3 Stock Investment Requirements	<ul style="list-style-type: none"> Multiple investment requirements crystallising at once: Damp, Mould and Condensation. Band C targets (2030). Fire Regulations 2022. Building Safety Act 2022. Decent Homes/stock investment. Challenge to make the right decisions about tradeoffs between priorities. 	<ul style="list-style-type: none"> Investment will have to be aligned to priorities - this will create a timescale which may not meet with expectations: <ul style="list-style-type: none"> Regulator. Customers. Stakeholders. Meeting statutory deadlines may become challenging. Some investment may be deferred. 	<ul style="list-style-type: none"> Breach of regulatory requirements – potential self-referral. Customer satisfaction declines. Complaints increase. HO investigations increase. Disrepair legal cases increase. Knock on effect on time sensitive investment – for example Damp, Mould and Condensation remedial action is delayed. 	<ul style="list-style-type: none"> Monthly Compliance Report. Monthly Compliance Panel. Bi-monthly Investment overview report. Annual Investment Strategy action plan. Annual Objectives. Band C (Decarbonisation) Project Group. Internal Audit. Quarterly Risk Update report. Quarterly Good Quality Homes Panel.

4 Consumer Standards	<ul style="list-style-type: none"> • Colleagues lack capacity to deliver increased workloads. • Complaints are not handled in line with the Housing Ombudsman Code. • Failure to learn from complaints. 	<ul style="list-style-type: none"> • Cross cutting risk which can increase the likelihood of other strategic risks materialising more rapidly as systems of internal control are weakened. • Service delivery declines. 	<ul style="list-style-type: none"> • Customer satisfaction declines. • Complaints increase. • Budget overspends. • Housing Ombudsman maladministration determinations increase. • Regulatory downgrade. 	<ul style="list-style-type: none"> • Key Performance Indicators. • Staff Surveys. • Quarterly risk update report. • Annual Internal Audit. • Target Operating Model. • CI plan.
5 Repairs Service	<ul style="list-style-type: none"> • Repair service/Cost Sharing Vehicle is not fit for purpose. • Poor Contract Management. 	<ul style="list-style-type: none"> • Service delivery / performance declines. • Higher expenditure on repairs service. • We do not meet Consumer Standard expectations. • Increased cost of repair service. • Increase in void times. 	<ul style="list-style-type: none"> • Customer satisfaction declines. • Complaints increase. • Housing Ombudsman maladministration determinations increase. • Regulatory downgrade. • Budget overspends. 	<ul style="list-style-type: none"> • Key Performance Indicators. • Quarterly risk update report. • Annual Repairs Strategy action plan. • Annual Objectives. • Customer Surveys. • Repairs Improvement Plan • Independent Value for Money review of Repairs
6 Financial Viability	<ul style="list-style-type: none"> • Inflation/Cost of repairs increases. • Poor performance on income collection. • Poor performance on voids/allocations. 	<ul style="list-style-type: none"> • Expenditure increases beyond income collection. • Rent arrears increase. • Voids losses increase. • Compounds other strategic risks (1/3/4). 	<ul style="list-style-type: none"> • Financial viability concerns. • Breach of loan covenants. • Reduction in the Development Programme. • Unable to maintain existing stock to decent homes standard. • Stock disposal • Regulatory downgrades. 	<ul style="list-style-type: none"> • Key Performance Indicators • Management Accounts • Quarterly risk update report • Annual Internal and External Audit
7 Reputational Risks	<ul style="list-style-type: none"> • Cutting across all strategic risks. • Crystallisation of any of the above risks could result in severe/ catastrophic reputational damage. 	<ul style="list-style-type: none"> • Increased negative publicity regarding serious failures. • Reduced confidence in Rooftop by stakeholders and lenders. • Regulatory engagement. 	<ul style="list-style-type: none"> • Serious reputational damage can have multiple negative consequences: <ul style="list-style-type: none"> ○ Reduction in confidence of lenders making refinancing or new lending more expensive and or more difficult to attract. ○ Loss of opportunities to work with partners and stakeholders. ○ Risk of regulatory intervention. 	<ul style="list-style-type: none"> • Quarterly risk update report. • Bi-monthly GCE overview report. • Annual Communication Strategy plan. • Annual Sector Risk Profile analysis report to Audit and Risk Committee.

Approved by the Board and signed on its behalf by:

A handwritten signature in black ink, appearing to be 'Sally Higham', is written over a light blue rectangular background.

Sally Higham
Chair

28 July 2025

Independent Auditor's Report to the Members of Rooftop Housing Association Limited

Opinion on the financial statements

In our opinion, the financial statements:

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

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

Basis for opinion

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

Independence

We remain independent of the Group and Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Board Members 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 and of the Association's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The Board are responsible for the other information. 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, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where we are required by the Co-operative or Community Benefit Societies Act 2014 to report to you if, in our opinion:

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

Responsibilities of the board

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

In preparing the financial statements, the Board are responsible for assessing the Group and the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intend to liquidate the Group or the Association or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

Non-compliance with laws and regulations

Based on:

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

we considered the significant laws and regulations to be Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice), the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

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

Our procedures in respect of the above included:

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

Fraud

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

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

Based on our risk assessment, we considered the areas most susceptible to fraud to be areas of the accounting records, where management override could take place, are the posting of journals and the judgements involved in accounting estimates within the financial statements.

Our procedures in respect of the above included:

- Testing a sample of journal entries throughout the year, which met a defined risk criteria, by agreeing to supporting documentation;
- A review of estimates and judgements applied by Management in the financial statements to assess their appropriateness and the existence of any systematic bias; and
- A review of unadjusted audit differences for indications of bias or deliberate misstatement.

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

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

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

Use of our report

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

DocuSigned by:

Samantha Lifford

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Samantha Lifford (Senior Statutory Auditor)

For and on behalf of BDO LLP, Statutory Auditor

Birmingham, UK

Date: 29 July 2025

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

Consolidated Statement of Comprehensive Income

For the year ended 31 March 2025

	Notes	2025 £'000	2024 £'000
Turnover	2	51,349	49,208
Operating costs	2	(40,308)	(37,312)
Surplus on disposal of property, plant and equipment	4	2,017	1,126
Impairment of fixed assets	2	-	-
Operating surplus		13,058	13,022
Interest receivable	8	711	703
Interest and financing costs	9	(10,414)	(10,991)
Movement in the fair value of investment properties	12	173	(43)
Surplus before taxation	7	3,528	2,691
Taxation	10	1	(8)
Surplus for the year		3,529	2,683
Other comprehensive Income / (loss): Remeasurement of Defined Benefit pension scheme liability	22	51	(175)
Total comprehensive income for the year		3,580	2,508

The notes on pages 43 to 72 form part of these financial statements.

Association Statement of Comprehensive Income

For the year ended 31 March 2025

		2025	2024
	Notes	£'000	£'000
Turnover	2	10,410	9,981
Operating costs	2	(10,438)	(10,007)
Operating (deficit)	2	(28)	(26)
Interest receivable	8	39	33
Interest and financing costs	9	(2)	(3)
Surplus before tax	7	9	4
Taxation	10	-	-
Surplus for the year		9	4
Total comprehensive income for the year		9	4

The notes on pages 43 to 72 form part of these financial statements.

Consolidated Statement of Financial Position

At 31 March 2025

		2025	2024
	Notes	£'000	£'000
Fixed assets			
Intangible assets	11	168	153
Housing properties	12	422,268	396,686
Investment properties	12	1,130	2,081
Other property, plant and equipment	12	144	134
Investment cash	13	1,461	1,490
		425,171	400,544
Current assets			
Inventories		2	2
Properties held for sale		11,262	13,947
Debtors receivable in one year	14	3,441	3,661
Current asset investment	16	41	41
Cash	15	15,513	5,673
		30,259	23,324
Creditors: Amounts falling due within one year	17	(39,135)	(36,442)
Net current liabilities		(8,876)	(13,118)
Total assets less current liabilities		416,295	387,426
Creditors: Amounts falling due after more than one year	18	(323,189)	(297,704)
Provision for liabilities and charges			
Taxation	19	-	-
Defined Benefit Pension	22	(398)	(594)
Net assets		92,708	89,128
Capital and reserves			
Called-up share capital	20	-	-
Revenue reserve		92,708	89,128
Total reserves		92,708	89,128

The notes on pages 43 to 72 form part of these financial statements.

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

Secretary: Andrew Ledger



Board Member: Sally Higham



Board Member: Daisy Halford



Association Statement of Financial Position

At 31 March 2025

	Notes	2025 £'000	2024 £'000
Fixed assets			
Intangible assets	11	168	153
Other property, plant and equipment	12	144	134
		312	287
Current assets			
Inventories		2	2
Debtors receivable in one year	14	557	615
Intercompany debtor – Defined Benefit Pension	22	398	594
Cash	15	5	186
		962	1,397
Creditors: Amounts falling due within one year	17	(403)	(615)
Net current assets		559	782
Total assets plus net current assets		871	1,069
Creditors: Amounts falling due after one year	18	-	(11)
Provision for liabilities			
Taxation	19	-	-
Defined Benefit Pension	22	(398)	(594)
Net assets		473	464
Capital and reserves			
Share capital	20	-	-
Revenue reserve		473	464
Total reserves		473	464

The notes on pages 43 to 72 form part of these financial statements.

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



Secretary: Andrew Ledger



Board member: Sally Higham



Board member: Daisy Halford

Consolidated Statement of Changes in Reserves

For the year ended 31 March 2025

	Revenue reserve	Total
	£'000	£'000
Balance at 31 March 2023	86,620	86,620
Surplus for the year	2,683	2,683
In year actuarial movement of pension scheme	(175)	(175)
Balance at 31 March 2024	89,128	89,128
Surplus for the year	3,529	3,529
In year actuarial movement of pension scheme	51	51
At 31 March 2025	92,708	92,708

The notes on pages 43 to 72 form part of these financial statements.

Association Statement of Changes in Reserves

For the year ended 31 March 2025

	Revenue reserve	Total
	£'000	£'000
Balance at 31 March 2023	460	460
Surplus for the year	4	4
Balance at 31 March 2024	464	464
Surplus for the year	9	9
At 31 March 2025	473	473

The notes on pages 43 to 72 form part of these financial statements.

Consolidated Statement of Cash Flows

For the year ended 31 March 2025

	Note	2025 £'000	2024 £'000
Net cash generated from operating activities	27	15,126	14,565
Cash flows from investing activities			
Purchase of tangible fixed assets	12	(33,511)	(20,006)
Purchase of intangible fixed assets	11	(109)	(20)
Proceeds from sale of tangible fixed assets	4	7,935	2,337
Grants received		5,799	4,190
Withdrawal of fixed asset investment		29	-
Interest received		711	674
Net cash flows used in investing activities		(19,146)	(12,825)
Cash flows used in financing activities			
Interest paid		(10,169)	(11,226)
Loan arrangement fees		-	(316)
New loans		30,000	5,000
Repayments of borrowings		(5,956)	(5,794)
Capital element of finance lease repaid		(15)	(28)
Net cash flows generated from / (used in) financing activities		13,860	(12,364)
Net increase/ (decrease) in cash and cash equivalents		9,840	(10,624)
Cash and cash equivalents at beginning of year		5,673	16,297
Cash and cash equivalents at end of year		15,513	5,673

The notes on pages 43 to 72 form part of these financial statements.

Notes to the Financial Statements

1. Principal accounting policies

Basis of accounting

The financial statements are prepared under the historical cost convention, modified to include certain items at fair value, in accordance with Financial Reporting Standard 102 (FRS 102) issued by the Financial Reporting Council and comply with applicable law and UK accounting standards (United Kingdom Generally Accepted Accounting Practice). This includes the Co-operative and Community Benefit Societies Act 2014 (and related Group accounts regulations), the Statement of Recommended Practice (SORP) for registered social housing providers 2014, (updated in 2018) the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022. The Group is a public benefit entity.

The presentational and functional currency of these financial statements is in sterling.

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements.

Group accounts

The consolidated financial statements for Rooftop Housing Group Limited incorporate the financial statements of Rooftop Housing Association Limited; a subsidiary within the meaning of the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Localism Act 2011.

Year end

The Group's ordinary year end date is 31 March.

Going concern

The Board considers that it has adequate resources to continue in operation for the foreseeable future. For this reason, it continues to adopt the 'going concern' principle in the financial statements.

The Board approved the 40-year Financial Business Plan in May 2025. This included detailed stress testing with multi-variant scenarios.

The Board previously approved a Financial Business Plan in May 2024 which included a number of stress tests including a perfect storm, which created extreme results. Based on our Treasury Management Policy, RHA holds minimum cash balances of £5 million or three months' liquid funds, whichever is the greater. When calculating the required cash balance an assumption is made that we will only receive two thirds of property sales in a period. This prudent approach and the available undrawn loan facilities will keep us viable during these difficult times.

The budget for 2025/26 was approved by the Group's Board on 19 March 2025. The challenges for the year ahead will remain significant for Rooftop following ongoing record demand for repairs and the need to invest £34.8 million in our stock over the next 3 years.

For five years from April 2020, the Government's Rent Policy set a maximum increase of CPI plus 1% for all social and affordable rents. It was later announced in June 2025 as part of the Government's Spending Review that this would be continued as part of a 10-year rent settlement. This offers us some certainty of rental income, though we recognise that this could be affected by future changes in government. The Financial Business Plan 2025 assumed a 5-year rent settlement of CPI plus 1% and the possibility of possible rent caps was stress tested.

At 31 March 2025, the Group held £17.0 million cash including short-term and long-term investments, of which £15.5 million is available at short notice. In addition, we have £30.0 million of undrawn revolving credit facilities at year end; this will support the current development programme. We are pleased to confirm there is sufficient cash available to support the business and to comply with our funders' covenants.

The budget surplus for 2025/26 has been set at £5,295,000, a decrease of £2,536,000 from the 2024/25 budget surplus of £7,831,000. The decrease in the budget surplus for 2025/26 reflects the increased cost of responsive maintenance and insurance, in line with 2024/25 actual spend.

Given the strength of the statement of financial position and availability and liquidity of undrawn loan facilities, the Board believe that while there may be some uncertainty in the future, this does not pose a material uncertainty that would cast doubt on the Association's ability to continue as a going concern. The Board therefore consider it appropriate for the accounts to be prepared on a going concern basis.

Turnover

Turnover represents rental and service charge income, fees, grants receivable, disposal proceeds of shared ownership first tranche sales and outright sales. Turnover for RHG as parent represents charges to the subsidiaries.

Proceeds from the first tranche disposals of shared ownership properties, and outright sales are accounted for in turnover in the Statement of Comprehensive Income in the period in which the disposal occurs. The cost of sales includes the incidental costs of executing the sale and, for shared ownership properties, a proportion of the overall costs of the property determined by the percentage of the property sold under the first tranche sale. The cost of sale for shared ownership properties is adjusted, where necessary, to ensure the surplus on sale is restricted to the overall surplus on the scheme.

Service charges

The Group operates variable and fixed service charges depending on the requirements of the respective tenancy agreements. Where the charge is variable an assessment is made of whether costs have been over or under recovered and an appropriate prepayment or accrual provided for in the accounts.

Right to buy income and sales

Surpluses and deficits arising from the disposal of properties under the Right to Buy legislation are disclosed on the face of the Statement of Comprehensive Income after the operating result and before interest. On the occurrence of a sale a relevant proportion of the proceeds are clawed back by Wychavon District Council. The surplus or deficit is calculated by comparing the net proceeds received by the Group with the carrying value of the property sold.

Outright sale properties

Properties developed for outright sale are included in current assets.

Shared ownership properties

Shared ownership properties under construction are proportionally split between current and fixed assets, determined by the percentage of the properties to be sold under the first tranche sales.

Housing properties

Housing properties including shared ownership properties are stated at cost less accumulated depreciation and accumulated impairment losses. The cost of the properties is their purchase price together with improvement costs and incidental costs of acquisition, including capitalised interest and development administration.

Housing properties during construction are stated at cost and are not depreciated. They are transferred into housing properties when completed.

The market rent properties are investment properties in accordance with FRS 102 and are not depreciated but are measured at fair value annually with any change recognised in surplus or deficit in the Statement of Comprehensive Income.

Freehold land is not depreciated. Land donated or acquired below market value is included in cost at its valuation, with the donation treated as a capital grant when it relates to a specific project.

Component accounting

Major components of properties are treated as separable assets and are therefore capitalised. The structure of the properties are also treated as a component. The components are depreciated over their expected useful economic lives or the lives of the properties to which they relate, if shorter, on a straight-line basis. The following annual rates are used:

Structure (general needs, sheltered, supported and shared ownership homes)	100 years
Structure (leasehold properties)	Over the life of the lease
Structure (non-traditional properties)	15 years
Garages (structure)	25 years
Roofs	75 years
Windows	40 years
Doors	40 years
Boilers and air source heat pumps	15 years
Kitchens	20 years
Bathrooms	30 years
Heating	30 years
Electrics	30 years
Lifts	30 years
Solar Panels	30 years
Ventilation systems	15 years
External wall insulation	30 years
Grant for SHDF works	40 years*

*This is to match the life cycle of windows, which has the longest life of components being funded by the SHDF grant.

The carrying amount of any replacement component is derecognised.

Responsive repairs are not capitalised.

Impairment

An assessment is made at each reporting date as to whether an indicator of impairment exists. If such an indicator exists, an impairment assessment is carried out and an estimate of the recoverable amount of the asset is made. Where the carrying amount of the asset exceeds its recoverable amount, an impairment loss is recognised in the Statement of Comprehensive Income. The recoverable amount of an asset is the higher of its value in use and fair value less costs to sell.

Other fixed assets and depreciation

Tangible fixed assets other than Housing Properties are stated at cost less accumulated depreciation. Depreciation is charged on a straight-line basis over the expected economic useful lives of those assets at the following annual rates:

Office furniture	25%
Office equipment	4%-33%
IT networking	10%
Computer equipment	20%-33%
Leasehold improvements	Over life of the lease

A full year's depreciation is charged on these assets in the year of purchase, but no charge is made in the year of disposal.

Intangible assets

Intangible assets are stated at historic cost less accumulated amortisation and any provision for impairment. Amortisation is provided on all intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life, as follows:

Computer software	5 years
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A full year's amortisation is charged on these assets in the year of purchase, but no charge is made in the year of disposal.

Social Housing Grant (SHG) and other government grants

Government grants are recognised using the accrual model and are classified either as a grant relating to revenue or a grant relating to assets. Grants relating to assets are recognised in income using the accrual model on a systematic basis over the expected useful life of the asset. Grants received for housing properties are recognised in income over the expected useful life of the housing property structure.

Grants relating to revenue are recognised in income on a systematic basis over the period in which related costs for which the grant is intended to compensate are recognised.

Recycling of capital grant

Where there is a requirement to either repay or recycle a grant received for an asset that has been disposed of, a provision is included in the Statement of Financial Position to recognise this obligation as a liability. When approval is received from the funding body to use the grant for a specific development, the amount previously recognised as a provision for the recycling of the grant is reclassified as a creditor in the Statement of Financial Position.

Capitalisation of interest

Interest on the loan financing a development is capitalised from the date of practical completion. The amount takes into account interest earned on SHG received in advance. No interest is capitalised on land purchased for future developments.

Supported housing schemes managed by agents

The Group owns a number of schemes that are run by specialist agencies. The agents carry the financial risk from operating the scheme and, therefore, the Statement of Comprehensive Income only includes the income and expenditure that relates solely to the Group. Any other income and expenditure related to the scheme is excluded from the statement of comprehensive income.

Investments

Any investment by one Group member to another is shown at historical cost.

Major and cyclical repairs and maintenance

The Group only capitalises major repairs expenditure on housing properties where it increases the net rental stream by:

- extending its useful economic life or
- the improvement enables a higher rental income to be charged.

All other major repairs expenditure is charged to the statement of comprehensive income as incurred.

Provisions

The Group only provides for contractual and constructive liabilities where it has a present obligation to transfer economic benefits as a result of past events, it is probable that a transfer of economic benefit will result, and a reliable estimate can be made of the amount of the obligation.

Pensions

From April 2014, the Group only operates one defined contribution scheme. Contributions to pension schemes are determined in accordance with actuarial advice and calculated as a percentage of pensionable salaries.

For the defined contribution scheme, the amount charged to the Statement of Comprehensive Income in respect of pension costs is the contributions payable in the year. This is paid by RHG and apportioned to RHA via the Group Membership Agreement.

There are a limited number of employees who participate in the Social Housing Pension Scheme (SHPS), a multi-employer defined benefit scheme to which the Group contributes.

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

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 bond rates. The net deficit is presented separately from other assets on the Statement of Financial Position. A net surplus is recognised only to the extent that it is recoverable by the Group.

Leased assets

Rentals paid under operating leases are charged to the statement of comprehensive income in the period to which they relate.

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 is included in the statement of financial position within long-term creditors. 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. Rental payments are charged as expenses in the periods in which they are incurred.

Value Added Tax (VAT)

The Group is VAT registered but the majority of its income, being housing rents, and right to buy sales, is exempt for VAT purposes and this gives rise to a partial exemption calculation. Expenditure is therefore shown inclusive of VAT and the input VAT recovered is deducted from lettings expenditure. RHA is a member of a cost sharing group which provides property repair services to the Group.

Deferred taxation

The payment of taxation is deferred or accelerated because of timing differences between the treatment of certain items for accounting and taxation purposes. Full provision for deferred taxation is made under the liability method on all timing differences that have arisen but not reversed by the Statement of Financial Position date, unless such provision is not permitted by FRS 102.

Deferred tax is not provided for in respect of gains on the sale of non-monetary assets, if the taxable gain will probably be rolled over, or on revaluation gains on housing properties unless there is a binding agreement to sell them at the Statement of Financial Position date.

Financial instruments

Basic financial instruments which meet the necessary conditions of FRS 102 are initially recognised at transaction price and subsequently measured at amortised cost using the effective interest method with interest charges recognised as an expense in the Statement of Comprehensive Income. Financial Instruments classified as non-basic are measured at fair value at the end of each reporting period with gains and losses arising from year to year being recognised in the Statement of Comprehensive Income.

Service charge sinking funds

Unutilised contributions to service charge sinking funds are recognised as a liability in the Statement of Financial Position. The amount included in liabilities in respect of service charge sinking funds includes interest credited to the fund.

Bad debt provision

Former tenant arrears are provided for in full in the bad debt provision. Current tenant arrears are provided for on a percentage basis based on the age of the debt.

Significant management judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgments, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgments about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to account estimates are recognised in the period in which the estimate is revised and in any future periods affected.

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

Impairment of social housing properties

The Group must make an assessment as to whether an indicator of impairment exists. In making the judgement, management considered the detailed criteria set out in the SORP. Factors taken into consideration in reaching such a decision include the economic viability and expected future financial performance of the asset and where it is a component of a larger cash-generating unit, the viability and expected future performance of that unit. Management have also considered the measurement basis to determine the recoverable amount of assets where there are indicators of impairment.

Development expenditure

The Group capitalises development expenditure in accordance with the stated accounting policy. Initial capitalisation of costs is based on management's judgement that a development scheme is confirmed. In determining whether a project is likely to cease, management monitors the development and considers if changes have occurred that result in impairment.

Estimation uncertainty

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

Fair value measurement

Management uses valuation techniques to determine the fair value of non-basic financial instruments. Management base the assumptions on observable data as far as possible but this is not always available. In that case, management uses the best information available. Estimated fair values may vary from the actual price that would be achievable in an arm's length transaction at the reporting date.

Pension costs

The defined benefit accounting liability for the SHPS pension scheme has been provided by the scheme administrator, The Pensions Trust (TPT). The accounting liability has been formulated based on a series of assumptions which are set out in Note 22 to the financial statements. TPT provide a standard set of assumptions which it deems are appropriate, however, these are adjustable by individual providers to meet their own circumstances. The standard assumptions have been adopted by the Association as they are judged to be appropriate and reasonable. If the discount rate was lower, and/or the inflation rates and life expectancy rates were higher, then the liability would increase. Conversely, if the discount rate was higher, and/or the inflation rates and life expectancy rates were lower, then the liability would decrease.

The Group has a policy for recognising the movement in the defined benefit pension scheme in Rooftop Housing Association Limited's financial statements as the Association is responsible for settling the deficit despite the pension scheme being in the name of the parent Association, Rooftop Housing Group Limited.

The Pensions Trust made their participating employers, including Rooftop Housing Group, aware of a benefits review undertaken in 2022. The Board Members understand this involved comparing the changes made to the benefits provided to scheme members with the requirements of the pension scheme documentation. Board Members are aware that there was legal uncertainty on how to interpret the rules and the effect of Scheme Documents and that the Pension Trustee has sought the direction of the Court on how to do so. The case is currently in Court and Board Members understand that the Pension Trustee will make the case that the way they applied the rules in determining benefits (based on custom and practice) is appropriate and should continue to be applied.

In a defined benefit pension scheme the employer is responsible for underwriting the benefit promise. If the Court ruling was to determine that additional benefits should have accrued to employees, then the Association will be liable and will need to adjust its estimate of pensions liabilities accordingly. The Association's best estimate at 31 March 2025, based on information made available in 2022 is that the best case scenario arising from the Court case could be an increase in the reported liabilities of £Nil and the worst case scenario could be an increase in the reported liabilities of £113,000 which is not considered to be material to the financial statements. This assessment does not take into consideration any factors arising from subsequent Court rulings on other Pension Schemes. Given that at 31 March 2025 there was insufficient information available to reliably estimate a worst case scenario including incorporating subsequent Court rulings the Association has determined that there is no requirement to adjust the reported liabilities at 31 March 2025.

2. Particulars of Group turnover, operating costs & operating surplus

	2025			2024		
	Turnover	Operating costs	Operating surplus/ (deficit)	Turnover	Operating costs	Operating surplus/ (deficit)
	£'000	£'000	£'000	£'000	£'000	£'000
Group						
Social housing lettings (Note 3)	46,735	(35,101)	11,634	43,948	(31,264)	12,684
Other Social housing activities						
Shared ownership sales	2,302	(2,528)	(226)	2,744	(3,068)	(324)
Supporting People	303	(451)	(148)	554	(909)	(355)
Other	273	(1,066)	(793)	327	(1,084)	(757)
Grant	27	(507)	(480)	178	(478)	(300)
	49,640	(39,653)	9,987	47,751	(36,803)	10,948
Activities other than social housing	1,709	(655)	1,054	1,457	(509)	948
Total	51,349	(40,308)	11,041	49,208	(37,312)	11,896
Surplus on disposal of property, plant and equipment (Note 4)	-	-	2,017	-	-	1,126
Impairment of fixed assets	-	-	-	-	-	-
Total	51,349	(40,308)	13,058	49,208	(37,312)	13,022
Association						
Other social housing activities						
Other	10,410	(10,438)	(28)	9,981	(10,007)	(26)
Total	10,410	(10,438)	(28)	9,981	(10,007)	(26)

3. Particulars of income and expenditure from social housing lettings

	2025			
	General needs	Supported housing and housing for older people	Other	Total
Group	£'000	£'000	£'000	£'000
Rent receivable net of identifiable service charges	35,766	3,804	250	39,820
Amortised government grant	695	147	-	842
Service charge income	1,746	4,327	-	6,073
Turnover from social housing lettings	38,207	8,278	250	46,735
Management	6,133	51	-	6,184
Services	3,750	2,947	-	6,697
Routine maintenance	12,013	1,894	19	13,926
Planned maintenance	2,083	190	-	2,273
Rent losses from bad debts	35	66	-	101
Depreciation of housing properties	5,290	630	-	5,920
Operating costs on social housing lettings	29,304	5,778	19	35,101
Operating surplus on social housing lettings	8,903	2,500	231	11,634
Rent losses from voids	773	429	132	1,334
	2024			
	General needs	Supported housing and housing for older people	Other	Total
	£'000	£'000	£'000	£'000
Rent receivable net of identifiable service charges	32,775	3,215	245	36,235
Amortised government grant	675	157	-	832
Service charge income	2,060	4,821	-	6,881
Turnover from social housing lettings	35,510	8,193	245	43,948
Management	6,486	201	4	6,691
Services	2,745	3,393	-	6,138
Routine maintenance	9,614	1,445	16	11,075
Planned maintenance	1,276	264	-	1,540
Rent losses from bad debts	147	56	-	203
Depreciation of housing properties	4,995	622	-	5,617
Operating costs on social housing lettings	25,263	5,981	20	31,264
Operating surplus on social housing lettings	10,247	2,212	225	12,684
Rent losses from voids	939	911	111	1,961

4. Surplus on disposal of property, plant and equipment

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Sale of housing properties				
Receipts from sale of housing properties	9,546	2,337	-	-
Book value of properties sold	(7,246)	(1,043)	-	-
Other operating costs and costs of disposal	(283)	(168)	-	-
Surplus on sale of properties	2,017	1,126	-	-

5. Directors' emoluments and expenses

The directors are defined as the members of the Board and the executive officers as given on page 3. Board Member allowances paid during the year total £62,858 (2024: £60,867) which equates to 0.60% of turnover (2024: 0.61%).

RHG Board Member allowances were as follows:

	£
S Higham	13,367
J Wallbank	2,365
C Goodchild	4,936
C Arthurs Payne	9,362
M Hrycyk	6,379
T Rollings	5,636
D Halford	6,193
W Harris	5,067
L Cumberbatch-Nicholls	5,067
A Meghani	2,716
R Newton	885
C McMillan	885
	62,858

The emoluments of the executive officers were as follows:

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Salaries and taxable benefits	537	536	537	536
Pension contributions	43	42	43	42
	580	578	580	578

The total amount of severance and redundancy payments made in the year to executive officers was £53,750 (2024: £59,550).

The emoluments of the highest paid directors were as follows:

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Emoluments excluding pension – B Worrall	162	155	162	155

The Directors are ordinary members of the Social Housing Pension defined contribution scheme.

Directors' emoluments (excluding pension contributions) fell within the ranges:

	2025	2024
	Number	Number
£25,001 - £50,000	1	1
£75,001 - £100,000	1	-
£110,001 - £115,000	-	1
£115,001 - £120,000	1	-
£120,001 - £125,000	-	1
£125,001 - £130,000	1	-
£145,001 - £150,000	-	1
£150,001 - £155,000	-	1
£160,001 - £165,000	1	-

Staff emoluments (excluding pension contributions) in excess of £60,000 fell within the ranges:

	2025	2024
	Number	Number
£60,001 - £70,000	6	7
£70,001 - £80,000	5	4

6. Employee information

The number of full-time equivalents (FTE 37 hours week) was:

	Group		Association	
	2025	2024	2025	2024
	Number	Number	Number	Number
	FTE	FTE	FTE	FTE
Housing, support and care	109.31	112.91	109.31	112.91
Administration and development	50.21	50.96	50.21	50.96
Total at 31 March	159.52	163.87	159.52	163.87
Staff costs (for the above persons):				
	£'000	£'000	£'000	£'000
Wages and salaries	6,445	6,321	6,445	6,321
Social security costs	688	664	688	664
Pension costs	545	528	545	528
Total	7,678	7,513	7,678	7,513

The total amount of severance and redundancy payments made in the year was £115,000 (2024: £142,000). In the year, pension costs recharged to RHA were £157,000 (2024: £149,000) which includes a SHPS pension contribution of £157,000 (2024: £149,000).

7. Surplus before taxation

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
The surplus before taxation is stated after charging:				
Depreciation	6,053	5,751	87	77
Amortisation of intangible assets	94	275	94	275
External auditor's remuneration (including value added tax)				
- in their capacity as auditor	81	74	16	15
- in respect of other services	11	10	-	-
Operating lease rentals – other	11	13	11	13
Operating lease rentals – land and buildings	144	144	144	144
Donations	24	39	3	-

8. Interest receivable

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Bank interest receivable	711	703	39	33
Total	711	703	39	33

9. Interest and financing costs

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Bank loans and overdrafts	11,524	11,654	2	3
Less: interest capitalised	(1,110)	(663)	-	-
Total	10,414	10,991	2	3

The rate used to calculate capitalised interest was 4.7% (2024: 4.8%) being the average rate of borrowing. Total 2025 interest payable of £11.5 million includes £56,000 in respect of adjustments for the effective interest rate relating to basic financial instruments.

10. Taxation - Group

	2025 £'000	2024 £'000
Current tax:		
UK corporation tax on surplus for the year	-	8
Adjustment in respect of previous periods	(1)	-
Total current tax (credit)/charge	(1)	8
Deferred tax:		
Origination and reversal of timing differences	-	-
Adjustment in respect of previous periods	-	-
Effect of changes in tax rate on opening liability	-	-
Total deferred tax charge	-	-
Total tax (credit)/charge	(1)	8

Factors affecting tax charge for the year

The tax assessed for the year is lower (2024: lower) than the standard rate of corporation tax in the UK as explained below:

Surplus before tax	3,528	2,691
Surplus multiplied by the standard rate of corporation tax in the UK (25%) (2024: 25%)	882	673
Effects of:		
Fixed asset differences	-	-
Remeasurement of deferred tax for change in tax rates	-	-
Movement in deferred tax not recognised	(2)	(1)
Amounts not taxable	(880)	(664)
Adjustment in respect of previous periods	(1)	-
Total tax (credit)/charge for the year	(1)	8

10. Taxation - Association

	2025	2024
	£'000	£'000
Current tax:		
UK corporation tax on surplus for the year	-	-
Adjustment in respect of previous periods	-	-
Total current tax	-	-
Deferred tax:		
Origination and reversal of timing differences	-	-
Effect of changes in tax rate on opening liability	-	-
Total deferred tax	-	-
Tax on surplus	-	-
Factors affecting tax charge for the year		
The tax assessed for the year is lower (2024: lower) than the standard rate of corporation tax in the UK as explained below:		
Surplus before tax	9	4
Surplus multiplied by the standard rate of corporation tax in the UK (25%) (2024: 25%)	2	1
Effects of:		
Fixed asset differences	-	-
Remeasurement of deferred tax for changes in tax rates	-	-
Movement in deferred tax not recognised	(2)	(1)
Total tax charge for the year	-	-

11. Intangible assets – Group and Association

	Software	Total
	£'000	£'000
Cost		
At 1 April 2024	2,591	2,591
Additions	109	109
Disposals	-	-
As at 31 March 2025	2,700	2,700
Amortisation		
At 1 April 2024	2,438	2,438
Charge for the year	94	94
Eliminated on disposals	-	-
As at 31 March 2025	2,532	2,532
Net book value		
As at 31 March 2025	168	168
As at 31 March 2024	153	153

12. Tangible fixed assets

Housing properties & land – Group

	Freehold Land	Housing Properties for Lettings	Shared Ownership	Investment Properties	Shared Ownership under construction	Properties under construction	Total properties
Cost or valuation	£'000	£'000	£'000	£'000	£'000	£'000	£'000
At 1 April 2024	8,304	410,917	25,054	2,081	6,817	12,987	466,160
Works to existing properties	-	9,759	-	5	-	-	9,764
Additions	4,307	12	410	-	6,115	12,629	23,473
Disposals	(100)	(783)	(486)	(1)	-	-	(1,370)
Transfer between categories	(651)	8,816	2,033	-	(2,033)	(8,165)	-
Transfer to held for sale	-	(961)	-	(1,128)	-	-	(2,089)
Impairment	-	-	-	-	-	-	-
Revaluation	-	-	-	173	-	-	173
At 31 March 2025	11,860	427,760	27,011	1,130	10,899	17,451	496,111
Depreciation							
At 1 April 2024	-	66,115	1,278	-	-	-	67,393
Charge for year	-	5,790	176	-	-	-	5,966
Transfer to held for sale	-	(187)	-	-	-	-	(187)
Transfer between categories	-	-	-	-	-	-	-
Impairment	-	-	-	-	-	-	-
Disposals	-	(427)	(32)	-	-	-	(459)
At 31 March 2025	-	71,291	1,422	-	-	-	72,713
Net book value at 31 March 2025	11,860	356,469	25,589	1,130	10,899	17,451	423,398
Net book value at 31 March 2024	8,304	344,802	23,776	2,081	6,817	12,987	398,767
Cost or valuation represented by:							
Gross cost	11,860	427,760	27,011	943	10,899	17,451	495,924
Revaluation	-	-	-	187	-	-	187
Total	11,860	427,760	27,011	1,130	10,899	17,451	496,111

Investment properties, which are all freehold commercial properties, were valued to fair value at 31 March 2025 based on a valuation undertaken by Avison Young, Chartered Surveyors. The valuation was carried out in accordance with the RICS Valuation – Professional Standards manual.

12. Tangible fixed assets (continued)

Housing properties & land – Group (continued)

Housing properties for lettings and shared ownership properties are accounted for at historic cost but have been valued for funders' purposes as follows:

Completed housing properties were valued as at 31 March 2025 on the basis of existing use value - social housing (EUV - SH). The existing use value for social housing assesses the dwellings on the basis that they would be managed and owned by an organisation committed to the provision of rented accommodation let at an affordable rent, and that the vacant units would be re-let on similar terms rather than sold into the open market. The total value of properties valued on a EUV-SH basis for funders' purposes is £509.8 million.

Total expenditure on works to existing properties:

	2025	2024
	£'000	£'000
Amounts capitalised:		
Replacement of components	9,764	5,624
Improvements	-	-
	9,764	5,624
Amounts charged to the Statement of Comprehensive Income	1,615	1,308
Total	11,379	6,932

Gross expenditure on components was £9,764,000 and the net book value of replaced components written off was £785,000.

The value of environmental grants amortised in year relating to the components above amount to £34,000.

Avison Young, Chartered Surveyors, carried out the EUV - SH valuation in accordance with the RICS Valuation - Professional Standards manual and takes into account the performance standards for Registered Providers published by the Homes and Communities Agency.

The EUV - SH valuation method discounts the cash flows from rental and other income less management, maintenance and repair expenditure to their present value. The main assumptions used were:

- Discount rate 5.25% (real)
- Property sales Forecasts of right-to-buy sales are based on analysis, past experience and current trends.

Shared ownership properties

Shared ownership properties both completed and under construction are proportionally split between current and fixed assets, determined by the percentage of the properties to be sold under the first tranche sales. The amount held in current assets for completed shared ownership properties and properties held for outright sale is £4,224,000 (2024: £6,183,000) and the amount held in current assets for shared ownership properties under construction is £7,038,000 (2024: 7,148,000).

12. Tangible fixed assets (continued)

Property, plant and equipment - other – Group and Association

	Office furniture and equipment	Computer equipment	Total
	£'000	£'000	£'000
Cost			
At 1 April 2024	342	320	662
Additions	-	97	97
Disposals	-	(79)	(79)
At 31 March 2025	342	338	680
Depreciation			
At 1 April 2024	275	253	528
Charge for year	21	66	87
Disposals	-	(79)	(79)
At 31 March 2025	296	240	536
Net book value at 31 March 2025	46	98	144
Net book value at 31 March 2024	67	67	134

13. Fixed asset investments

	2025	2024
	£'000	£,000
Liquidity Reserve Fund	1,461	1,490
Total	1,461	1,490

The Liquidity Reserve Fund is a designated interest-bearing account charged in respect of the bLEND facility to cover 12 months' interest. The Association is not able to access the fund. The monies held in the Liquidity Reserve Fund will be repaid to RHA in 2054, when the loan is due to be repaid.

14. Debtors

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Amounts receivable within one year				
Rents and service charges	1,545	2,065	-	-
Less: provision for doubtful debts	(1,134)	(1,198)	-	-
	411	867	-	-
Social housing grant receivable	168	-	-	-
Amounts due from subsidiaries	-	-	103	226
Other debtors	1,264	576	2	6
Corporation tax	1	-	-	-
Prepayments and accrued income	1,597	2,218	452	383
	3,441	3,661	557	615

15. Cash at bank and in-hand

There were no specific charges on RHG's cash at bank and in-hand as at 31 March 2025 or 31 March 2024.

16. Current asset investments

	2025	2024
	£'000	£'000
95 Day Investment Account	41	41
Total	41	41

The 95 Day Investment Account is a short-term investment account to achieve a higher return on surplus cash balances.

17. Creditors: amounts falling due within one year

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Housing loan repayable in one year	6,033	5,847	-	-
Recycled capital grant fund	569	181	-	-
Government grant	16,973	15,285	-	-
Finance lease repayable in one year	11	15	11	15
Trade creditors	7,149	6,568	173	161
Right-to-buy sale proceeds due to Wychavon District Council	105	-	-	-
Accruals in respect of repairs	1,340	821	-	-
Amounts payable on housing development and major repairs	2,989	3,166	-	-
Interest payable	1,075	640	-	-
Corporation tax	-	8	-	-
Other taxation and social security	36	182	-	153
Amounts due to subsidiaries	-	-	-	-
Premium on bonds	346	354	-	-
Other accruals	2,509	3,375	219	286
Total	39,135	36,442	403	615

Government grants relating to properties under construction total £16,973,000 (2024: £15,285,000).

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

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Housing loans				
Repayable between one and two years	7,448	6,033	-	-
Repayable between two and five years	81,222	28,574	-	-
Repayable, otherwise than by instalments, in five years or more	153,794	183,834	-	-
Total loans repayable	242,464	218,441	-	-
Premium on issue of bonds repayable in one year or more	7,211	7,558	-	-
Finance lease	-	11	-	11
Government grants	73,514	71,694	-	-
Total	323,189	297,704	-	11

Housing loans are secured by specific charges on certain of RHA's housing properties. The interest rates are fixed between 2.92% and 6.6% or vary with market rates. As at 31 March 2025 the agreed facility is £279.6 million of which £249.6 million (2024: £225.6 million) has been drawn down by RHA to date. The final loan is due for repayment by 2054.

The original total value of grant received at 31 March 2025 is £102,658,000 (2024: £98,042,000).

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Finance lease				
Repayable between one and two years	-	11	-	11
Repayable between two and five years	-	-	-	-
Total finance lease repayable	-	11	-	11

The Group has one finance lease with Xerox Finance, which was taken out in April 2021.

	2025	2024
	£'000	£'000
Deferred income – Government grants - Group		
At 1 April	86,979	82,938
Grants receivable net of disposals	4,410	4,912
Amortisation to statement of comprehensive income	(902)	(871)
At 31 March	90,487	86,979
Due within one year	16,973	15,285
Due after one year	73,514	71,694

19. Provisions for liabilities and charges

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Deferred taxation				
At 1 April	-	-	-	-
Effect of tax rate changing on opening balance	-	-	-	-
Charge for the year	-	-	-	-
At 31 March	-	-	-	-
The deferred taxation provision comprises:				
Accelerated capital allowances	-	-	-	-
Other timing differences	-	-	-	-
At 31 March	-	-	-	-

The payment of taxation is deferred or accelerated because of timing differences between the treatment of certain items for accounting and taxation purposes. Full provision for deferred taxation is made under the liability method on all timing differences that have arisen, but not reversed by the Statement of Financial Position date, unless such provision is not permitted by FRS 102.

20. Share capital

	Group		Association	
	2025	2024	2025	2024
	£	£	£	£
Shares of £1 each issued and fully paid				
At 1 April	15	15	9	9
Issued during the year	6	-	3	-
Cancelled during the year	(6)	-	(3)	-
At 31 March	15	15	9	9

The share capital of RHG consists of shares with a nominal value of £1, each of which carries no rights to dividends or other income. Shares in issue are not capable of being repaid or transferred. Where a shareholder ceases to be a member that person's share is cancelled, and the amount paid by them then becomes the property of RHG. Therefore, all shareholdings relate to non-equity interests and there are no equity interests in RHG. Subsidiaries and RHG Board Members may be admitted as shareholders in accordance with policies. The Group does not have any reserves in equity other than the revenue reserve.

21. Capital commitments - Group

	2025	2024
	£'000	£'000
Capital expenditure contracted for in respect of development expenditure, but not provided for in the financial statements.	33,327	23,796
Capital expenditure authorised by the Board, but not contracted for in respect of development expenditure.	6,677	14,945
Total	40,004	38,741
RHA expects to finance the above expenditure by:		
Social Housing Grant receivable	9,035	6,486
Property sales proceeds	14,189	13,325
Use of cash surplus plus loan funding	16,780	18,930
Total	40,004	38,741

The contracted capital expenditure commitment is based on all developments currently on site or in contract. The commitment for capital expenditure authorised but not contracted for is based on all the remaining approved development schemes included in the Group's financial business plan. The loan funding available to fund the above expenditure is made up of the current cash surplus, the undrawn loan facilities including £25 million agreed with Santander in May 2017, and a £35 million facility agreed with Lloyds in December 2023.

22. Pension obligations

The Group has traditionally operated two defined benefit pension schemes, contracted out of the state scheme. These were closed from April 2014. The Group also operated two money purchase defined contribution schemes and a career average revalued earnings defined benefit scheme (CARE), but from April 2014 the Group only operates one defined contribution scheme. Contributions to pension schemes are determined in accordance with actuarial advice and calculated as a percentage of pensionable salaries.

CARE

For the defined contribution scheme, the amount charged to the Statement of Comprehensive Income in respect of pension costs is the contributions payable in the year which total £358,000 (2024: £350,000). This is charged to RHG and apportioned to subsidiaries via the Group Membership Agreement.

SHPS

Rooftop Housing Group participates in The Pension Trust – Social Housing Pension scheme, a multi-employer scheme which provides benefits to some 500 non-associated employers. The scheme is a defined benefit scheme in the UK.

For the closed SHPS defined benefit schemes there is a contractual agreement between the scheme and the Group that determines how the deficit will be funded. This liability is recognised in the RHA Statement of Financial Position and the resulting expense in the RHA Statement of Comprehensive Income for the present value of the contributions payable that arise from the agreement to the extent that they relate to the deficit.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

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

In 2018/19, in order to account for the initial recognition of the Scheme as a defined benefit scheme, RHG de-recognised the creditor for past service deficit contributions payable under SHPS as at 31 March 2018 of £650k and recognised a net defined benefit liability as at 1 April 2018 of £1,195k. Due to the Group arrangement, an equal and opposite debtor was created in RHG with RHA and therefore the impact on SOCI (Statement of Comprehensive Income) was seen in RHG Association. The impact of this initial recognition was a charge to RHA SOCI of £545k.

The results of the full actuarial valuation for 30 September 2023 were finalised in August 2024 and remain relevant for these accounts. The key headlines are as follows:

- The Scheme deficit has reduced by 55% from £1,560m to £700m (on a Technical Provisions, or "scheme funding" basis)
- The deficit recovery plan end date will be kept as 31 March 2028
- The average reduction in employer deficit contributions from April 2025 is around 12%
- The deficit contributions paid by employers will increase at the lower rate of 2% p.a., down from 5.5% p.a.
- Future Service Contribution Rates will significantly reduce from 1 April 2025.

Deficit contributions will continue to be allocated on a "share of liability" basis, based on each employer's percentage share of overall Scheme liabilities as at 30 September 2023. Whilst deficit contributions for the Scheme as a whole will reduce by around 12%, the actual figure will be different for each individual employer (of which we are), according to how their liability share has moved since the 2020 valuation, compared to the average across the Scheme. In 2025/26, our deficit contributions payable will be £132,000, down from £157,000 in 2024/25 (16% reduction).

Scheme funding is regularly kept under review between valuations (the next actuarial valuation date is 30 September 2026).

The Pensions Trust made their participating employers, including Rooftop Housing Group, aware of a benefits review undertaken in 2022. The Board Members understand this involved comparing the changes made to the benefits provided to scheme members with the requirements of the pension scheme documentation. Board Members are aware that there was legal uncertainty on how to interpret the rules and the effect of Scheme Documents and that the Pension Trustee has sought the direction of the Court on how to do so. The case is currently in Court and Board Members understand that the Pension Trustee will make the case that the way they applied the rules in determining benefits (based on custom and practice) is appropriate and should continue to be applied.

In a defined benefit pension scheme the employer is responsible for underwriting the benefit promise. If the Court ruling was to determine that additional benefits should have accrued to employees, then the Association will be liable and will need to adjust its estimate of pensions liabilities accordingly. The Association's best estimate at 31 March 2025, based on information made available in 2022 is that the best case scenario arising from the Court case could be an increase in the reported liabilities of £Nil and the worst case scenario could be an increase in the reported liabilities of £113,000 which is not considered to be material to the financial statements. This assessment does not take into consideration any factors arising from subsequent Court rulings on other Pension Schemes. Given that at 31 March 2025 there was insufficient information available to reliably estimate a worst case scenario including incorporating subsequent Court rulings the Association has determined that there is no requirement to adjust the reported liabilities at 31 March 2025.

The Defined Benefit pension liability is initially shown in the RHG Statement of Financial Position and is held as an intercompany creditor in the RHA Statement of Financial Position. This is because RHG is the member of the scheme, but employment costs are recharged to RHA, where the activity relates. The disclosures below are the same for both Group and RHG Association.

Present values of defined benefit obligation, fair value of assets and defined benefit liability

	2025	2024
	£000s	£000s
Fair value of plan assets	2,465	2,500
Present value of defined benefit obligation	(2,863)	(3,094)
Defined benefit liability to be recognised	(398)	(594)

Reconciliation of opening and closing balances of the defined benefit obligation

	2025	2024
	£000s	£000s
Defined benefit obligation at start of period	3,094	3,054
Expenses	6	6
Interest expense	150	146
Actuarial losses due to scheme experience	98	61
Actuarial (gains) due to changes in demographic assumptions	-	(31)
Actuarial (gains) due to changes in financial assumptions	(412)	(31)
Benefits paid and expenses	(73)	(111)
Defined benefit obligation at end of period	2,863	3,094

	2025	2024
	£000s	£000s
Fair value of plan assets at start of period	2,500	2,510
Interest income	125	123
Experience on plan assets (excluding amounts included in interest income) – (loss)	(263)	(176)
Contributions by the employer	176	154
Benefits paid and expenses	(73)	(111)
Fair value of plan assets at end of period	2,465	2,500

The actual return on the plan assets (including any changes in share of assets) over the period ended 31 March 2025 was (£138,000); 31 March 2024 (£53,000).

Defined benefit costs recognised in the Statement of Comprehensive Income (SOCl)

	2025	2024
	£000s	£000s
Expenses	6	6
Net interest expense	25	23
Defined benefit costs recognised in Statement of Comprehensive Income (SOCl)	31	29

Defined benefit costs recognised in other comprehensive income

	2025	2024
	£000s	£000s
Experience on plan assets (excluding amounts included in net interest cost) – (loss)	(263)	(176)
Experience gains and losses arising on the plan liabilities – (loss)	(98)	(61)
Effects of changes in the demographic assumptions underlying the present value of the defined benefit obligation – gain	-	31
Effects of changes in the financial assumptions underlying the present value of the defined benefit obligation – gain	412	31
Total actuarial gain/(loss) recognised in other comprehensive income	51	(175)

Key assumptions

	2025	2024
	% per annum	% per annum
Discount Rate	5.87%	4.91%
Inflation (RPI)	3.08%	3.12%
Inflation (CPI)	2.80%	2.79%
Salary Growth	3.80%	3.79%
Allowance for commutation of pension for cash at retirement	75% of maximum allowance	75% of maximum allowance

The mortality assumptions adopted at 31 March 2025 imply the following life expectancies:

	2025	2024
	Life expectancy at age 65 years	Life expectancy at age 65 years
Male retiring in 2025; (PY 2024)	20.5	20.5
Female retiring in 2025; (PY 2024)	23.0	23.0
Male retiring in 2045; (PY 2044)	21.7	21.8
Female retiring in 2045; (PY 2044)	24.5	24.4

23. Portfolio of Homes

			2025	Movements in year			2024
	Owned and managed	Managed by others	Total	Additions	Disposals	Transfers	Total
Under development at the end of the year							
Units for rent	147	-	147	41	-	(36)	142
Units for shared ownership	88	-	88	23	-	(12)	77
Units for sale	-	-	-	-	-	-	-
Under management at the end of the year	235	-	235	64	-	(48)	219
General needs housing	5,223	-	5,223	24	(26)	6	5,219
Supported housing and housing for older people	603	58	661	-	(48)	(5)	714
Leasehold properties	132	-	132	4	-	(1)	129
Low-cost home ownership accommodation	381	-	381	12	(4)	1	372
Keyworker accommodation	280	5	285	-	-	-	285
Units for rent	6,619	63	6,682	40	(78)	1	6,719
Total units social housing	6,854	63	6,917	104	(78)	(47)	6,938
Market renting	34	-	34	-	-	-	34
Leasehold properties	1	-	1	-	-	-	1
Total units non-social housing	35	-	35	-	-	-	35
Keyworker – leased to Trust	-	88	88	-	-	-	88
Residential care home – leased to Shaw Homes	-	46	46	-	-	-	46
St Oswald's properties – leased by Extra Care	-	86	86	-	-	-	86
20 Cambridge Way – leased to Gloucester CC	-	1	1	-	-	-	1
Total units commercial	-	221	221	-	-	-	221
Total units	6,889	284	7,173	104	(78)	(47)	7,194
Retained freeholds and estate charges	302	-	302	-	-	-	302

24. Contingent liabilities and financial commitments

As part of the transfer agreement with Wychavon District Council, Rooftop Housing Association Limited provided various indemnities to the Council in respect of obligations the Association assumed upon the transfer.

In the view of the Board there is little likelihood of any liability arising in respect of these indemnities and accordingly no provision is reflected in these financial statements.

Total future minimum lease payments under non-cancellable operating leases are as follows:	Group		Association	
	2025	2024	2025	2024
Payments due:	£'000	£'000	£'000	£'000
- within one year	155	155	155	155
- between one and five years	581	592	581	592
- after five years	828	972	828	972
	1,564	1,719	1,564	1,719

25. Related party transactions

Transactions with tenant Board Members are at arms-length on normal commercial terms and they cannot use their position to their advantage. Rent charged to Board Members in the year was £5,878 (2024: £5,355) and the arrears at 31 March 2025 were £307 (2024: £305), this is a timing issue, and the balance was cleared the following week.

The compensation of Directors and Board Members is disclosed in Note 5.

Intra-group management fees are receivable by RHG from subsidiaries to cover the running costs incurred on behalf of managing the subsidiaries. The management fee is calculated on an individual entity basis with varying methods of allocation. The management fees charged to RHA was £10,410,000 (2024: £9,964,000).

In August 2012 RHA became the sole corporate trustee of the Walker Hospital Trust. The Walker Hospital Trust is a charity which owns three properties and is a member of the National Association of Almshouses. RHA provides maintenance services to the three properties and recharges the Walker Hospital Trust. Amount charged during 2024/25 was £12,000 (2024: £2,000)

From October 2013 RHA, RHL and RS&C became shareholders in Fortis Property Care Limited, now known as Platform Property Care, which provides property services to the Group including responsive repairs, planned maintenance, grounds maintenance and gas servicing. The services are provided at cost and the amount charged to RHA during the year was £14,702,000 (2024: £14,868,000) and the balance owing at 31 March 2025 was £934,000 (2024: £1,925,000). As a result of this arrangement, the Executive Director of Resources for RHG is a Board Member of Platform Property Care Limited.

26. Legislative provisions

RHG is incorporated under the Co-operative and Community Benefit Societies Act 2014 and is registered with the Homes and Communities Agency under the Housing and Regeneration Act 2008.

27. Statement of Cash Flows

	2025	2024
	£'000	£'000
Cash flow from operating activities		
Surplus for the year:	3,529	2,683
Adjustment for non-cash items:		
Depreciation of property, plant and equipment	6,053	5,751
Impairment of fixed assets	-	-
Amortisation of intangible assets	94	275
Taxation expense	(1)	8
Decrease in properties held for sale	4,588	214
Decrease / (increase) in trade & other debtors	387	(124)
(Increase) / decrease in stock	-	(1)
Increase / (decrease) in trade & other creditors	193	(2,059)
(Increase) / decrease in fair value of investment property	(173)	43
Adjustment for other operating activities:		
Difference between net pension expense and cash contribution	247	225
Other financial charges:		
Adjustments for investing or financing activities:		
Government grants utilised in the year	(902)	(871)
Profit on sale of fixed assets	(8,635)	(1,680)
Interest payable	10,465	10,816
Interest received	(711)	(703)
Cash generated by operations	15,134	14,577
Taxation paid	(8)	(12)
Net cash generated from operating activities	15,126	14,565

28. Net Debt Reconciliation

Analysis of changes in net debt	2024	Cash flows	Other non-cash changes	2025
	£'000	£'000	£'000	£'000
Cash and cash equivalents				
Cash	5,673	9,840	-	15,513
	5,673	9,840	-	15,513
Borrowings				
Debt due within one year	(6,216)	5,971	(6,145)	(6,390)
Debt due after one year	(226,010)	(30,000)	6,335	(249,675)
	(232,226)	(24,029)	190	(256,065)

29. Events After the End of the Reporting Period

There are no events after the reporting period.

Biographies of Board Members

Sally Higham (Board Member of Rooftop Housing Group, Chair of Rooftop Housing Group and Chair of the Nominations and Performance Committee)

Sally is a senior business leader with a strong sense of social purpose. She is a strategist committed to supporting start-ups, growth businesses, social housing, education, charities and social enterprises to grow and has significant experience in strategic advisory relationships across public, third and private sector organisations. She also has lived experience of growing up in social housing.

Sally is an experienced CEO, social housing Group NED Board member (previously at Aster Group and Bromford Housing) and holds current roles as Chair of Aequus (a BANES council company) and NED at ACH Refugee Integrated Services Provider. Previous roles include Chair of Risk Committee and member of Audit and Remuneration and Nominations Committees; previous Chair of the Inspiring Impact Committee (a coalition of several UK charitable organisations and funded by the National Lottery Fund), previous Advisory Member to the Growth Impact Fund; ex-charity Chair, and is a current and active volunteer in multiple community settings.

Sally supports and mentors entrepreneurs, particularly in the tech and social sectors, and is a guest lecturer at Bristol University on entrepreneur business courses, a mentor for the Alacrity Foundation, a regular conference speaker, panellist and 'awards' judge.

She is Rooftop Group Chair and Chair of the Nominations and Performance Committee.

Myron Hrycyk – (Board Member of Rooftop Housing Group, Vice Chair of Rooftop Housing Group, Senior Independent Director, Chair of Remuneration Committee and Vice Chair of Nominations and Performance Committee)

Myron gained an MBA, with honours in 2003 at Birmingham University and is a Chartered IT Professional (CITP).

Building on a highly successful career as one of the UK's leading FTSE 100 CIO's (Chief Information Officer) and Digital Transformation Executives, Myron founded his own business specialising in driving IT change and digital transformation for large corporate clients. Myron is a Non-Executive Director for a Midlands-based Building Society. Following seven successful years as a Cabinet Office Crown Representative managing HMG's strategic relationship with three global technology providers he is now a Government Commissioner.

Myron has held CIO, CDO and senior IT posts for major organisations across a diverse range of business sectors, Financial Services, Publishing, Automotive and Logistics/Supply Chain. He has delivered strategic IT, Digital and business transformation programmes, re-structured corporate IT operating models and delivered multiple ERP solutions. Myron has also held the post of Chief Procurement Officer with a FTSE 100 Utility Business. While in this role he was an active member of the Midlands CBI Council.

In September 2024, Myron was appointed as Senior Independent Director, Vice Chair of Rooftop Housing Group along with Chair of Remuneration Committee and Vice Chair of Nominations and Performance Committee. He is the Board's representative for Digital Transformation.

Daisy Halford (Board Member of Rooftop Housing Group and Rooftop Housing Association, Chair of Rooftop Housing Association)

Daisy has lived in social housing since 2013 and became a Rooftop resident three years later with her husband and young son. She joined the Resident Excellence Panel, Rooftop's independent scrutiny group, in 2016 to help shape and improve the services we deliver to our customers. Daisy was Chair of the Panel until she joined the Boards of Rooftop Housing Group and Rooftop Housing Association in September 2020. Passionate about social housing and the rights of residents, Daisy was part of the National Housing Federation's "Together with Tenants" initiative created to support housing associations to play their part in rebalancing the relationship between residents and landlords.

A busy wife and mother, Daisy still manages to maintain an active presence in her community and chairs a local community group.

In January 2025, Daisy was appointed Chair of Rooftop Housing Association. She is also a member of the Nominations and Performance and Remuneration Committees and is the Board's representative for the Customer Voice.

Lenna Cumberbatch-Nichols (Board Member of Rooftop Housing Group and Rooftop Housing Association, Vice Chair of Rooftop Housing Association)

Lenna is a non-executive director, senior adviser, and consultant with national and international experience across healthcare, media, recruitment, technology, and higher education with lived experience of social housing.

Combining her MBA with her undergraduate degree in gender studies, Lenna takes organisations on a strategic change approach to diversity and inclusion. Lenna is the co-chair of LGBT+ anti-abuse charity, Galop and a facilitator in schools for anti-bullying charity Diversity Role Models. She is a Non-Executive Director on Ofcom's Communication Consumer Panel & Advisory Committee for Older & Disabled People, and a Founding Board Member for the Black Researcher Consortium C.I.C. She has held roles at the Royal Society, the Wellcome Trust, and the University of Cambridge. Lenna's speaking engagements have included the Council of Europe, BBC Scotland, and the Women of the World (WOW) festival. She keeps up her public speaking skills at her local Toastmasters Club.

Lenna is a Fellow of the Royal Society for the Encouragement of Arts, Manufactures and Commerce, and is a member of the Chartered Management Institute.

Lenna is a member of the Nominations and Performance Committee and the Board's representative for People, Culture and Diversity.

In January 2025, Lenna was appointed Vice Chair of Rooftop Housing Association.

Claire-Elaine Arthurs Payne (Board Member of Rooftop Housing Group, Chair of Audit and Risk Committee and Vice Chair of Remuneration Committee)

Claire-Elaine is a Solicitor who specialises in risk management and resolution of property-related disputes. She is also a Chartered Manager, CEDR Accredited Mediator and dual qualified as a Business Strategy Consultant, Corporate Facilitator and Executive Coach.

She has a passion for problem-solving and a long history of working with Social Housing Providers, Developers and Private Landlords. Claire-Elaine holds a BAHons in Cultural Studies and Sociology from the University of Birmingham and undertook her postgraduate GDL and LPC legal training at the University of Law in Birmingham. She studied Business at Warwick University and the De Broc School of Business and holds an MSc in Strategic Business Management among other qualifications.

Claire-Elaine is currently a Partner with challenger law firm, Gunnercooke LLP and Managing Director of Orthelian Business Consultancy. As well as managing a national property dispute resolution team, she supports Executives and Boards in the development of their Leadership and Management skills. She also sits as a Judge in the First-tier Tribunal Property Chamber.

Claire-Elaine is the Chair of the Audit and Risk Committee and is Vice Chair of the Remuneration Committee. In January 2025, she was appointed as the Member Responsible for Complaints.

Alykhan Meghani (Board Member of Rooftop Housing Group and Rooftop Housing Association, Vice Chair of Audit and Risk Committee)

Alykhan is currently Deputy Chief Financial Officer at Metropolitan Thames Valley Housing (MTVH) with a diverse property portfolio of over 57,000 units owned or managed. In his role, Alykhan provides strategic financial management, business partnering, commercial and development finance support across the organisation ensuring financial sustainability and fostering delivery of wider social purpose.

Prior to MTVH, Alykhan worked as Financial Controller at Wates Developments, a residential developer, steering financial modelling across the land and development pipeline and was an integral Board member of several Joint Venture entities with listed house builders during that time. Between 2006-2016, Alykhan held senior finance roles in the real estate and financial services sectors including private equity backed organisations and family offices with a particular focus on shaping long-term strategic planning and embedding robust risk management practices. He is a qualified accountant having joined the Rolls-Royce Plc Graduate programme and holds a BSc Economics from Warwick University.

Alykhan has a natural affinity and interest to make a difference in the social housing sector and is currently also a member of the Audit and Risk Committee at Watford Community Housing.

In January 2025, Alykhan was appointed Vice Chair of the Audit and Risk Committee.

Wayne Harris (Board Member of Rooftop Housing Group and Rooftop Housing Association)

Wayne brings a wealth of experience in social housing gained in senior roles over the last 33 years and is particularly passionate about sustainable development and the decarbonisation journey for existing homes. He has been invited to speak at a number of conferences on asset management. Wayne also spent eight years as a volunteer outreach worker walking the streets of South Wales providing assistance to people with life controlling problems.

Wayne is a recently retired architect who spent his early professional career in private practice designing retail centres, industrial / manufacturing facilities, schools and private housing before moving into the social housing sector in 1992. Since that time, he has held a number of roles managing assets, repairs and maintenance, delivery of new housing and some care services. Employers have included three councils, a newly formed stock transfer housing association and most recently a traditional housing association called Pobl Group - Wales largest social housing provider. Previous non-executive experience was gained at Accent Housing Group.

Married with two children and living in Gloucestershire, he likes walking with his Labrador and in good weather riding an old motorcycle.

Wayne is a member of the Audit and Risk Committee and the Board's representative for Development, Investment and Sustainability and Repairs and Operations.

Ciara McMillan (Board Member of Rooftop Housing Group and Rooftop Housing Association)

Ciara McMillan is an accomplished strategic leader with 20 years of experience driving innovation and transformation in the housing and local government sectors. Known for her expertise in change management, stakeholder engagement, and customer-centric strategies, Ciara has consistently delivered high-impact initiatives, including digital inclusion programs, service redesigns, and large-scale housing transformation projects.

Ciara has held a variety of senior roles across the housing sector, focusing on neighbourhood management, community engagement, and technology-driven change. Her accomplishments include leading projects that developed self-service digital platforms, redesigned housing services to align with customer needs, and implemented data-driven strategies to improve service delivery. She has also driven cost efficiencies, such as reducing annual costs through service redesign, and has managed complex projects with substantial budgets. She is currently serving as Account Director at Crimson, a digital transformation consultancy and IT recruitment company.

Ciara was previously a Non-Executive Director at Futures Housing Group for six years, chairing the Customer Insight Committee and was the Member Responsible for Complaints. Her leadership and deep understanding of the housing sector enable her to champion customer insight and innovation effectively.

Ciara holds an MBA from Derby University and is a member of the Chartered Institute of Housing. Her extensive experience, combined with a passion for improving customer outcomes and delivering value-driven solutions, makes her a trusted advisor and an influential leader in the housing sector.

Ciara is a member of the Remuneration Committee and is the Board's representative for Health and Safety.

Richard Newton (Board Member of Rooftop Housing Group and Rooftop Housing Association)

Richard is an energetic and passionate values-led business leader and qualified accountant, with extensive experience in Board level positions within the complex regulatory environment of financial services. He was Chief Executive of a regional building society for 10-years, and prior to that Finance Director during a career spanning over 30-years at the same mutual business; he retired from executive life in 2024.

Richard has compassion and care for individuals and teams, fostering a collaborative and supportive culture, whilst setting and expecting high standards, with a customer focus and strong belief in doing the right thing.

He has a family first ethos, supporting his wife with her own career, and watching their 3 grown girls flourish. He is a keen cyclist and enjoys general fitness and watching FI.

Richard is also a member of the Audit and Risk Committee.